

The
MODERN
HARDWARE
STORE

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THE MODERN HARDWARE STORE

The MODERN HARDWARE STORE

EDITED BY
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Editor, Good Hardware

FIRST EDITION

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PREFACE

Years ago the forces that governed the hardware trade were simple. Hardware was then to a large extent demand merchandise.

The arrangement of the store was of little consequence in those days. The consumer generally patronized the nearest store that could fill his demands.

But the forces that govern the channels through which the consumer buys his hardware have in the past few years gone through many changes. Hardware distribution is in fact going through a process of evolution.

The plants, the traditions, and the practices that served well a few years ago do not meet today's exacting needs. The hardware store—those four walls within which the business is carried on—is undergoing radical changes.

A new kind of store or plant is being evolved. The modern hardware store of today, while simple in construction, differs radically from the store of the past.

The old-fashioned hardware store was to a large extent a store room. The dealer was a storekeeper. But the modern hardware store must be a scientific salesroom. The dealer must be a modern sales engineer.

In this evolution there has come into use a new type of salesmanship. For the want of a better term let us call it *silent salesmanship*.

While personal salesmanship still has and always will have its place in the hardware business yet it must be supplemented with this new silent salesmanship.

The new salesmanship enables the consumer to a large

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PREFACE

extent to sell himself. From the standpoint of the merchant, then, the arrangement of a store is almost entirely a matter of working out the mechanics to the end that the merchandise offered for sale is so skillfully presented, so scientifically displayed, that the consumer to a certain extent becomes his own salesman, at a great saving of time and expense to the merchant.

That in turn means that the manner in which a retail store is laid out, the plan of arrangement and the mechanics used in the display and housing of merchandise all play a very important part, sometimes a dominating part, in this problem of modern scientific salesmanship.

In this volume the application of this new type of salesmanship is systematically presented as it relates to the hardware business and the hardware store.

In the past few years the editors of GOOD HARDWARE have been in close contact and association with the best sales engineers, the best merchandising authorities and the best merchants the country over. This volume is intended as a crystallization of the best experience and practice of hardware sales problems as they relate to the hardware sales plant.

Some of the recommendations in this volume may be a bit new, perhaps even revolutionary, to some hardware dealers. But because an idea is new is no reason for condemning it. Neither is an idea good because it is new. In this volume an attempt is made to preserve everything in the hardware store of the past that is good, and the new is adopted only insofar as it serves a useful purpose.

Sight and touch are the two most powerful factors in the new retail store salesmanship. Their efficient application to the technique of hardware retailing is the underlying philosophy of this book.

The open display principle is the vehicle used to make the most of sight and touch. All of the merchandise in

PREFACE

the modern hardware store must be so housed that it can be seen. All that permits of being handled should be so housed that it can be touched by the consumer.

The open display principle is long past the experimental stages. Today the most successful retail institutions in all lines are built on that principle.

In that connection we wish to take this opportunity of paying tribute to that pioneer merchant, Frank W. Woolworth. It was he who first laid the ground work of the modern philosophy of open-display store arrangement.

The hardware trade is also indebted to the various hardware associations, state and national, and to Harold Daughters and other store engineers as well as the hardware trade press and equipment manufacturers for popularizing the principle of open display.

For valuable assistance in the preparation of the material in this book we wish to thank those many dealers who cooperated so earnestly, who gave of their time and energy in supplying data, records, photographs, and other material used in these pages.

We wish especially to thank A. J. Luther for valuable technical information; A. D. Michaels and Ralph Linder for painstaking work and valuable assistance; The Duluth Show Case Company and W. C. Heller & Company for plans, photographs and drawings; and for assistance and information of various kinds the following: James & Hawkins, Flexlume Corporation, Ewing Galloway, David Lupton Sons Company, The Martin-Senour Company, Benjamin Moore & Company, The National Electric Light Association, Sales Management, Sears Roebuck & Company, The Sherwin Williams Company, Westinghouse Electric and Manufacturing Company, Inc., Wor-singer Window Service.

CARL W. DIPMAN,
Editor, Good Hardware.

NEW YORK, N. Y.
November, 1929

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I

TODAY AND YESTERDAY IN HARDWARE

OPERATING a hardware store 25 years ago was a fairly simple matter.

The demands of the consumer were simple and easily satisfied. The demands consisted largely of necessities. The variety of goods that the merchant was obliged to carry was limited.

Traveling was hard and slow, so the consumer frequently bought his hardware at the nearest store.

The country, or part of it at least, was still new—25 years ago. In its development hardware was required in abundance and the dealer did not need to display any great amount of salesmanship to move his goods.

In many communities money was scarce. The dealer who was able to give credit from season to season found many buyers—many of whom were good credit risks. Under those circumstances, the quality of the merchandise offered and the price charged by the dealer were of secondary consideration to the consumer.

The operating expenses that entered into the running of a store 25 years ago were small. Rents were low. So were wages. Help was easy to get.

Neither was competition severe. The minds of big business men were then to a large extent occupied with the problems of production, of inventing ways of making goods cheaply. Distribution was no problem and pro-

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ducers took it as a matter of course. Little was known of mass production, of high pressure selling, of super-salesmanship, in retail circles 25 years ago.

Under those conditions there was not the need for highly efficient merchandising on the part of the retail hardware dealer that there is today. While the good merchant in the past always forged ahead, yet often men of limited intelligence and capacity made money—in fact grew rich—selling hardware at retail.

But what a change has come about in 25 years!

Today we are living in the most competitive era the world has ever known.

Every item that enters into the merchant's operating expense—rent, wages, delivery, taxes—is higher than ever before. Help is sometimes impossible to get.

We have a nation on wheels. The consumer is no longer tied to the nearest store, or any store. We have a more discriminating public to serve—one in which the woman buyer with all her whims and fancies is playing a larger part. The consumer has to a large extent ready cash—and is rarely held to a particular store for credit reasons. As a nation, we have vast financial resources—capital pressing for an outlet—with the resulting circumstance of forced consumption and installment selling.

The hardware dealer has more competition from other lines. The drug store has added hardware specialties. The power companies are selling home equipment to increase the load. The department stores are pushing hardware sales with vigor. The specialty shops are increasing in number. The mail order houses have extended their arms to Main Street. Chain stores have developed to the point that the consumer even in the hinterlands has access to them.

The problems of production today are comparatively simple. Our industries, quickened under the stimulus of war production, are turning out goods in never-ending

TODAY AND YESTERDAY IN HARDWARE

quantities. We have what is known as mass production. Production is ahead of consumption.

And because the manufacturer has his production problems well in hand he is turning his mind to distribution. He is demanding markets. Through advertising and aggressive sales promotion he makes markets—and sometimes forces the sale of his product. He therefore directly or indirectly exerts pressure on the retail machinery. He has secured mass production so he now demands mass distribution.

In the middle of this maelstrom stands the modern retailer—tugged and pushed from all sides.

Running a hardware store with a profit is, then, a wholly different matter today than it was 25 years ago. The tools, the methods, the stores that served well 25 years ago are hopelessly out-of-date, unable to cope with the present situation.

This evolution is testing the mettle of hardware dealers as never before. These forces are making an impress on hardware retailers as a group. A few are cracking under the strain, hopelessly out of the running. Some find their sales slipping, others their profits diminishing. But thanks to the rugged character and business acumen of hardware retailers, the great majority are accepting the challenge. They are changing their pace to step with modern conditions. They are putting their houses in order—are going ahead, business-like, building volume and profits. For them the suggestions in this book are offered.

In spite of the difficulties of the present situation the progressive minded hardware dealer has nothing to fear. Conditions for a profitable business were never better. We are the richest country in the world. Our per capita hardware consumption is the largest in the world. It is increasing by leaps and bounds. In addition to the usual necessities we are buying an ever increasing number of

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Stores of this type served well in the past. Gradually one after another they are either modernizing or passing in the swift march of progress

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luxuries and near luxuries—comforts and conveniences—that all offer opportunities for sales and profits.

Neither is the day of the independent merchant over. Individualism has not yet lost its force. In spite of the swagger of the syndicates, their efficiency, and all the rest, the independent merchant still does more than 75% of the total retail business of the land. And that total is many times larger than it ever was before.

While the syndicate store has not reached its saturation point in hardware distribution yet it is rapidly approaching that point. As independent merchants are increasing their efficiency the growth of chain stores is slowing down.

The individual, the independent merchant, still has in his favor a long list of the factors that influence the purchases of the consumer. He has personality, sympathy, friendliness, and an understanding of his local problems. He can make his store a vital institution in the life of the community. If he runs his business properly he will stand out in striking contrast to the cold, unsympathetic, mechanical syndicate.

So long, then, as there are dealers with ambition—men who can think—merchants who are willing to work and work hard to achieve success—so long will there be opportunities in the independent retail hardware business. But success today must be achieved in a different manner than it was 25 years ago. It must be carved with different tools.

But before we can discuss the tools and methods a dealer must use to achieve success we must first have a clear picture of our problem. It is impossible to build or conduct a modern hardware store until we first have in mind clearly the conditions it must meet. We must be familiar with the changes that have taken place, and the changes that are now taking place.

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Let us discuss in detail the principal ones of these changes, for a great deal of what we have to say later will be based on them.

The hardware dealer today has greater competition from outside of the hardware ranks than he formerly had.

Let us be specific. There is a thriving town of 15,000 located in Illinois. Ten years ago three dealers had the



This type of store cannot meet the exacting need of the new shopper and the new conditions under which a store must operate

hardware business of the town all to themselves. Things went nicely. These dealers were happy and prosperous. There was little to disturb their peace of mind—little to challenge their position as merchants in the community.

But along came these changes mentioned above—and today we have a different picture. Within a radius of three blocks these hardware dealers now have the following competition:

A retail branch of a mail-order house selling a wide line of hardware; a 25¢ to \$1.00 variety store with a full line of popular priced, rapid selling hardware; two 5-and-10 cent stores; two department stores with hardware de-

TODAY AND YESTERDAY IN HARDWARE

partments, making a bid for the household trade; the public utility handling a wide line of gas and electrical appliances.

All of these forms of outside competition are aggressive. They are making inroads into the town's hardware business. Certainly these three hardware dealers have an entirely different problem than they had 10 years ago.

But only one of them apparently knows what to do about it. He has adopted an aggressive policy. He has extended his lines. He has modernized his store. He is going ahead—increasing his sales and profits.

The second, too, is holding his own, but only that. He only partially realizes his problem—and what to do about it. He is still making a fair living, but each year his store takes on a little more run-down appearance, and the merchant is growing a bit more seedy. He can still shake himself out of his situation if he acts quickly—and the chances are that he will.

The third, however, is a merchant of the old school—once successful, but now slipping rapidly. He doesn't think or talk the modern merchandising language. He rails at the chain stores and the department stores and calls them intruders. He believes that the hardware business, by divine right, belongs to the hardware stores, and therefore it does not behoove him to make an effort to get business through modern methods. Of course his business is slipping, and sooner or later he will be listed as another hardware failure.

This same condition prevails in most every community. The hardware dealer has considerable competition from stores outside the hardware ranks. This competition is aggressive, sometimes well organized, and widely diversified. The modern hardware dealer must recognize it and must, in fact, meet it.

The buying habits of the public have changed.

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The average dealer does not hold his trade as closely today as he did a few years ago. In other words, the consumer has become a shopper—and trudges about from store to store—buying where he thinks he gets most for his money, or where he gets a service he fancies. Sometimes nothing more than a whim or fancy is responsible for the breaking of a tie of long standing—and the consumer wanders from store to store for any or all reasons. And this movement, this shopping from store to store, is made all the more easy by the aid of the automobile and good roads.

Then, too, the housewife is a bigger factor than ever in modern merchandising. She buys 70% of all merchandise for the home. A recent city check-up shows that she buys 63% of men's neckwear, 82% of all department store purchases, 78% of drug store volume, 80% of home electrical merchandise, and that 49% of the hardware sold at retail is purchased by the housewife. Hardware merchandising, then, must more and more take into account women—must cash in on her peculiarities—her wants and fancies. The modern hardware store must make a bid for the woman's business.

There has been a change recently in what people buy as well as how they buy. A few years ago a hardware item was thought of only in terms of utility. Nearly all of the products handled were demand or utility items—sometimes called necessities. But today our customers buy a whole series of luxuries and near-luxuries—or they were at least called that a few years ago.

The leisure people have has greatly increased. They have more time for play and recreation. Twenty years ago the average man got his exercise spading a garden or through some similar means. Today he may get it swinging a golf club. It is no idle jest, then, to say that spading fork sales have in some instances given way to golf club sales.

TODAY AND YESTERDAY IN HARDWARE

A decade ago the style element had not entered the realm of hardware. The selling appeal was wholly utility. But today the style appeal has been added to products of even common use. A few years ago a housewife was not particular about the kitchen utensils she bought. Today her preference may be thrown to a utensil because of a handle of the color she fancies.

How to meet these changes in the buying habits of men and women is a constantly increasing problem of the hardware dealer. What we must now do is to recognize these changes in the buying habits of our customers and modernize our store in such a manner as to take advantage of them.

There has been an increase in cost of operation.

With the increase in general prices and wages there has come an increase in the cost of the items entering into the dealer's operating expense. Rent, wages, delivery, and other items are now higher.

On the other hand, due to the type of competition we are now confronted with, we have in many instances a shrinking margin. Our prices must be closely in line with our competition. Yet we have an increase in many items of store expense. That means on many products the hardware dealer must be satisfied with a smaller margin, even in the face of higher wages and rent. The plain truth is that the average hardware dealer must bring down his cost of operation.

We must, therefore, cut out every bit of waste, of lost motion, of unnecessary work in our business. We must keep down our selling expense. We must take advantage of every device of modern merchandising, stock arrangement, and display, to increase our sales, yet at the same time keep down, in fact, reduce our expense. We must learn to make money with a shrinking margin of profit on many items, on the one hand, yet an increase in

THE MODERN HARDWARE STORE

the cost of rent and wages, on the other. Surely nothing but the application of scientific principles of merchandising can make that possible.

It is plain to see that the old-fashioned store of 10 or 20 years ago is unable to meet this new set of conditions—these changes that have come about. But the modern merchant with a modern store and modern methods can meet the new order of things. He has nothing to fear. To the modern, wide-a-wake hardware dealer these changes and problems are but a challenge—and a challenge is usually an opportunity.

We must go out and fight for business with the chain store, the department store, and the mail-order house and public utility. We must do it along scientific lines. We must modernize our stores. We must increase our sales per employee. We must have the best possible stock arrangements. We must have our merchandise well displayed. We must add new items to take the place of those that have passed—and keep up our sales.

Now what are the characteristics of the modern store—the type of store that can meet the exacting conditions of this changing order? Let us enumerate some of them.

The modern hardware store is one that takes into account the senses of *sight* and *touch*. People buy with their eyes—and they like to handle (touch) what they see. Sight and touch are the greatest single factors in merchandising. We must then arrange our store so that all merchandise can be seen (displayed) and all can be handled that admits of being handled.

The modern store is a modern salesroom—an attractive place in which men and women may gather to transact their business.

The modern store is so planned that the unit sale will be increased, with a negligible or no increase in selling expense.

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The modern store lets people partially wait on themselves, thereby cutting down labor and selling expense.

The modern hardware store is designed with a view of saving steps, of cutting out lost motion, of efficiency of operation. In this manner a clerk can sometimes be dispensed with, and the cost of operation reduced accordingly.

The store that would be modern must so stock and house the demand and low-margin merchandise that their sale will increase the sale of non-demand and high-margin merchandise.

The modern store gives display space to the various items of its line commensurate with their earnings. Consideration must be given to both margin and the rate of stock-turns in calculating earnings.

The modern store keeps its labor expense down to the minimum and to that end generally employs women.

The modern store has its walls, ceilings, and fixtures decorated in a light shade or color.

The modern store has but very few showcases. Only such items are displayed under glass that need protection from handling, from theft, or, in some cases, from atmospheric conditions.

The merchandise in a modern store is price-tagged.

The modern store does not have a crowded appearance. Merchandise is not suspended from the ceiling. Neither does it have any displays or obstructions above the eye level.

The modern store is so designed as to attract people to the rear, and thus enhance the display and selling value of all the wall and floor space.

The modernized store is so built that when people are waiting to be served they occupy themselves looking at attractive displays.

THE MODERN HARDWARE STORE

The modern hardware store is above all progressive in spirit. It must not be afraid of new ideas—and it must have the will to put them into use. It must be willing to change its pace, to depart from the orthodox—to add a notion counter, or conduct a special sale, if need be, to hold its place as a successful mercantile institution in the community.

II

WHAT IS THE BEST ARRANGEMENT FOR A MODERN HARDWARE STORE?

The Old Idea: The store is a warehouse. It carries what people demand.

Long lines of counters and show cases separate customers from merchandise—so the salesperson waits on the customer, gets from hidden drawers and boxes what is demanded.

Stock is arranged for convenience of clerks, with no particular thought to sales. Demand items are given the prominence.

The New Idea: The modern store is a salesroom—and displays anything that sells at a profit.

The customer is considered a bundle of sales possibilities—so is brought into close contact with a variety of merchandise—is invited to see and handle it.

As the customer sees and handles, new wants are made that result in additional sales. Stock is arranged to that end.

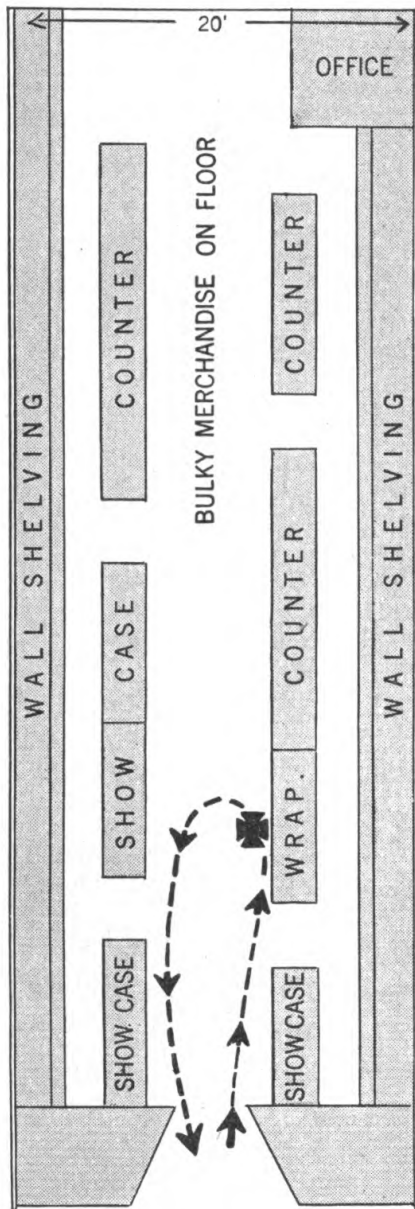
IN the previous chapter we said that the hardware dealer's competition is increasing—that buying habits are changing—and that expenses are going up.

We said further that the hardware dealer today must keep down his selling expense but at the same time build his sales—that he must attain that end through scientific store management, arrangement and display.

Now let us attempt to accomplish these things by converting an old style store into a modern hardware store—by applying the scientific principles of modern store arrangement.

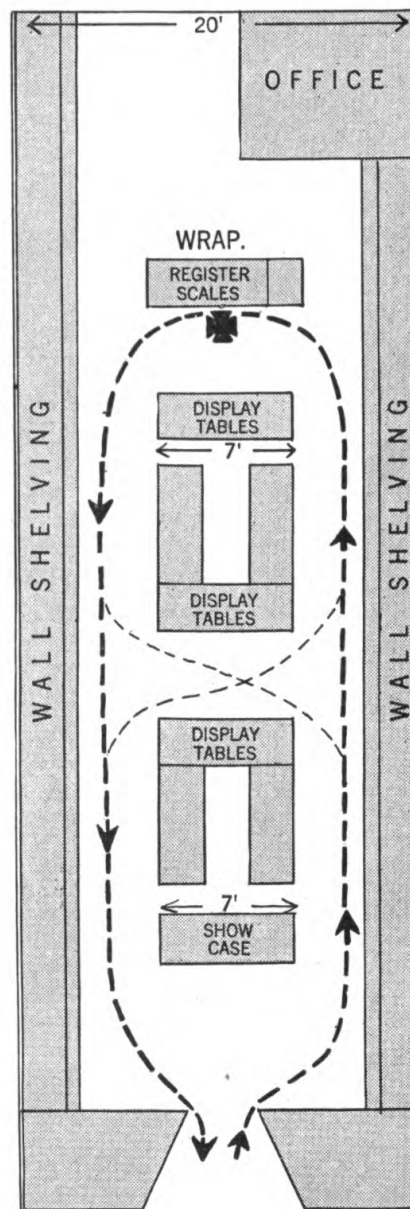
Notice carefully the layout and arrangement of store No. 1 on page 14. This general hardware store enjoys

THE MODERN HARDWARE STORE



THE OLD WAY

STORE NO. 1. A typical layout of the old style hardware store. Most of the activity is in the front of the store. Long counters and show cases separate the customers from most of the merchandise. About half of the merchandise cannot be seen and less than a quarter of it can be handled. The result is that the store's sales expense is high



THE MODERN WAY

STORE NO. 2. The store opposite arranged the modern way. The counters and show cases have been removed and the side walls opened. The center of activity has been moved to the rear. The equipment has been arranged into islands. Now all of our merchandise can be seen and handled. Our sales will increase and sales expense decrease

THE MODERN ARRANGEMENT

a fair volume and has the usual counters and show cases of the old style.

We are now going to take that store, discard some of the counters and show cases, and arrange it into a modern store.

Next, let us take a look at store No. 2—the same store arranged in the modern way. Let us now carefully compare the arrangement of store No. 1 with store No. 2 to see whether we have made any improvement—whether we are going to increase our sales and reduce our selling expense as a result.

Let us start the comparison by recalling some of the accepted principles of merchandising and see whether we carry them out in the modern store,—whether we have made improvements over the old-style store.

We must get customer circulation. The hardware store does not get as many customers into it in the course of a day as some other stores. That means, then, we must make the most of our opportunity of selling all customers additional products when they do come in. We must do it by scientific display, by using every device of getting customers to circulate in our store—to bring them into contact with as much merchandise as we possibly can.

The first thing we must accomplish, therefore, is to get the customers well into the rear of the store. Then the customer in coming and going will be exposed to more merchandise and more sales.

By placing our wrapping counter and rapidly moving demand merchandise well to the rear of the store, more than 75% of our customers will eventually end up in the rear of the store.

Store No. 1 has several long counters and show cases forming barriers along both sides of the store. The center of the floor contains a collection of large, bulky merchandise. The wrapping counter is fairly well forward.

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Now what happens when the customer comes in to buy?

The average customer will step up to the wrapping counter, call for and obtain his merchandise, and walk out again. The average circulation is indicated by the dotted line in the drawing. There is very little to invite further circulation. There is nothing to urge the customer to shop around, to walk up and down the aisles and inspect the merchandise, and there is no unusual display to which the customer might be attracted.

In other words, the wrapping counter and rapid moving merchandise is our center of activity. In store No. 1 it is placed fairly well in the front of the store, leaving the balance of the store with little customer circulation and little display and selling value.

In store No. 2 (the modern store), the counters, cash register and demand merchandise are placed well to the rear. Most of the customers will now be attracted to the rear by them. Many will come in for demand merchandise and will go to the rear to be waited on. Others will make a purchase in the front of the store, but follow the salesperson to the wrapping counter at the rear when the purchase is made. As these customers go back and then out again, they see merchandise—lots of it. Some will stop to buy additional items, others will remember what they saw and return to buy later.

It is very important then in the modern store to locate our *center of activity* well to the rear so that we increase the customer circulation. If we stop to recall, we will remember that other stores use the same principles. The drug store locates its prescription counter and patent medicine department (fast movers) well to the rear. When people come and go they buy sodas, cigars and other merchandise in the front of the store. The department stores generally place their staples and wrapping counters at the rear. The variety stores stock their demand articles at the rear and in that way increase the sales of their non-

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demand items in the front of the store. This very simple device very often increases the customer's purchases as much as 100%.

But you may ask will these additional purchases amount to anything in the course of a year? Experience shows that through display a dealer can increase the average purchase materially. If you increase the average purchase by only 25c the results are surprising—and you add practically nothing to your selling expense. The following table tells you exactly what it amounts to. Figure out what happens when you add 50c or 75c to the average purchase.

Average Sale	Daily Customers	Yearly Increase
25c increase.....	25 produces	\$1,956.25
25c increase.....	50 produces	3,912.50
25c increase.....	100 produces	7,825.00
25c increase.....	150 produces	11,737.50
25c increase.....	200 produces	15,650.00
25c increase.....	300 produces	23,475.00
25c increase.....	500 produces	39,125.00

All of the dealer's merchandise should be out where it can be seen and handled.

Now that by careful planning we are going to increase



People buy with their eyes, so the modern hardware store displays all of its merchandise



The modern store lets people touch and handle merchandise, for that leads to sales

THE MODERN HARDWARE STORE

our customer circulation, we have the opportunity of exposing more merchandise for sale. We must then display our merchandise scientifically, so that the unit sale will increase.—and our general volume will grow.

We do that by displaying *all of the merchandise* that admits of being displayed, and so arranging our displays that people can handle the merchandise. Sight and touch are by far the most powerful selling influences.

So important is sight that it has often been said, "people buy with their eyes." Now of course a customer cannot buy with his eyes what he cannot see.

We must then stock our merchandise in such a manner that it can be seen. We must get it out from behind the counters, out of the bins, boxes and drawers, and display it so it can be seen.

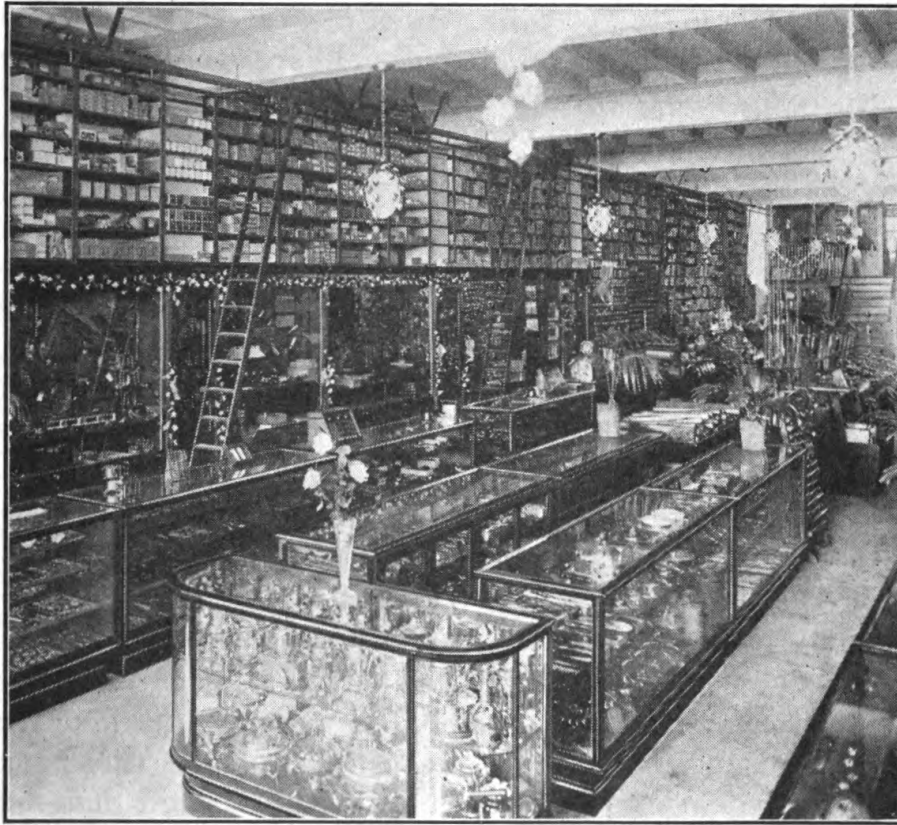
We must go even further than that—we must so display our merchandise that it can not only be seen, but that it can be handled, because we want our customers to feel it.

The sense of touch is one of the most important ones in merchandising. There is a strong desire in everyone to hold, to feel and handle merchandise. Get the article into the customer's hand and the sale is often made.

Now take a look at store No. 1—the old style store. Here a large part of the merchandise is shut off from the customer by counters and show cases. The clumsy counters, show cases and fixtures act as barriers that separate people from the merchandise in which they are interested. A large percentage of the merchandise is on the shelving, yet the shelving is shut off from the sense of touch and often from the sense of sight. Clumsy show cases house some of our stock—and the old fashioned show cases generally hide more than they display.

Store No. 1 was all right years ago—when all the hardware store sold was demand merchandise. But with the

THE MODERN ARRANGEMENT



This is an example of a fine hardware store of a decade ago. Today a store of this kind is hopelessly out-of-date. The show cases prevent people from handling merchandise—prevent sight and touch from working

hundreds of new items now in every hardware store, we must have better displays.

Store No. 1 is a remnant of the very early retail establishment. There was a time when all stores were general stores. They handled along with hardware, groceries, feed, flour, meal, notions, and clothing. Many of their items were bulk goods. For obvious reasons, it was necessary to shut off some of this merchandise from the customer to keep him from handling and contaminating it. Then it was necessary for the merchant to house most of his merchandise in boxes, bins, barrels, and drawers—to build counters and show cases that further separated this merchandise from the consumer.

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But those days are over. Even in groceries very little of the merchandise is sold in bulk. There is no longer any need for the boxes, show cases, bins and drawers to house the merchandise and to completely shut it off from the consumer.

The arrangement and floor plan of store No. 1 will not do now. We must open up those walls—we must let customers get to them—we must remove those long counters and show cases. If we have the old-fashioned show cases, we must either remodel them or get rid of them—for the old-type, clumsy show cases are out of date for all kinds of merchandise.

In order to give sight and touch a chance to get in theiricks, we must so arrange our store that our customers are confronted—yes, surrounded—by merchandise attractively displayed, and not by fixtures, counters, boards, planks and other things that we do not sell.

Now take a look at store No. 2 again. Note how we have rearranged the fixtures and displays. We have grouped them into what is known as the island plan—a plan that has been used in variety stores, department stores, as well as progressive hardware stores for years. The side wall shelving is now accessible to the customers.

We have the opportunity now of displaying a large amount of merchandise in the center of the store. We can now display and stock all of our merchandise where it can be seen and handled.

We have recently coined the phrase “customer frontage.” Customer frontage is the frontage space devoted to the display and sale of merchandise to which customers are permitted and invited to walk up to, see, handle and read the price mark on the merchandise.

By a mere glance you can see that the customer frontage in store No. 2 is more than twice as great as in store No. 1. By adopting the island plan, we have two aisles instead

THE MODERN ARRANGEMENT

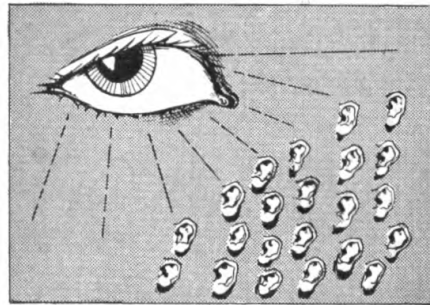
of one. By that simple change in our arrangement we have more than doubled the customer frontage of our store. When people are now drawn to the rear of the store, more than twice as much merchandise is exposed to them for sale.

We must reduce our selling expense to the minimum. You can cut sales expenses in two ways: Either by increasing the volume with the same help, or by getting along on a given volume with less help.

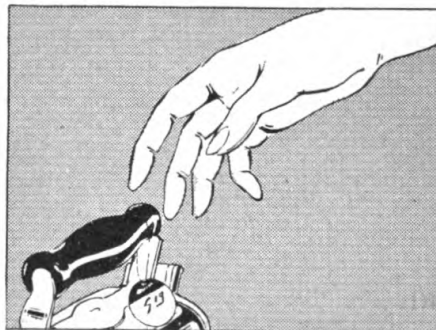
Now let us look at store No. 1 again. Picture the usual business transaction. As very little merchandise is actually exposed to the customer where he can touch it, a sales person must wait on the customer every time a purchase is made. Yet previously we said that every unnecessary service, all lost motion, must be cut out of the business.

Now look at store No. 2. Here our merchandise is stocked where it can be seen and handled. On many items the customers will actually wait on themselves. By having our stock accessible, the customer can at least examine the merchandise, settle many points in his mind, so the sale can more quickly be made and consequently save the time of the sales person.

Actual experiment proves that during a rush hour or on a busy day a sales person in an open display store can sell 25% more merchandise



Impressions received by the eye are 22 times as strong as those received by the ear. Get your merchandise out where it can be seen



The sense of touch is a very important one in merchandising. Merchandise should therefore be displayed so it can be handled

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than in the old style store.

In other words, if it takes four sales persons to handle the business in store No. 1, the same business can be handled in No. 2 with three sales persons. But what is more likely to happen under favorable circumstances is that because of the scientifically arranged display, the volume in store No. 2 will increase, so that the four sales persons will be necessary, yet the store will do a larger volume at the same expense or at a smaller percentage of sales.

We will, in all probability increase the unit purchase in this store, and when that is once accomplished we have gone a long way in insuring greater profits.

In store No. 1 fast selling merchandise is scattered throughout the store. It is not concentrated in any particular place where a clerk can fill orders of several items in a short time. In all probability there is unnecessary foot work, walking around counters and show cases—the clerks continually getting in each other's way trying to wait on as many customers as possible.

Then too in store No. 1 it is hard for high-priced help to concentrate on high-margin merchandise and to have the low-margin merchandise sold by low-priced help. The majority of the merchandise has to be taken out of a bin, drawer, carton or show case and shown to the customer before it can be sold. This increases labor—the dealer's selling expense.

In store No. 2 many items of more frequent sale such as nails, bolts, screws, screen wire, etc., are grouped around the wrapping counter in the rear of the store. Because they are demand items, people will walk to the rear to get them. By grouping them the sales person can fill most of the orders without any walking—without dashing about the store.

In other words, our *center of activity* is now concen-

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trated in the rear of the store. The fast selling demand items, on which the margin is generally low, can now be sold at the minimum selling expense. Moreover, these demand items can now be used to increase the sales of more profitable items.

Impulse goods—goods that customers buy on sight, such as electrical appliances, sporting goods, alarm clocks and cutlery,—will be featured in the front part of the store. On these items the margin is sufficient to allow the clerks to walk up to the front part of the store and spend some time on their sale. In the scientifically arranged store, the sales person does not do much walking and laboring on low-margin merchandise, but puts it in selling high-margin merchandise.

The dotted line in store No. 2 shows you the average circulation of a customer. By skillfully displaying the high-margin merchandise at the front of the store then, these people who are attracted to the rear will stop to buy. Also important is the fact that customer circulation and open display tend to remind customers of many items they need, but failed to buy because these items were forgotten. Displays suggest many items customers had not thought of buying. But once they see and handle merchandise, many additional purchases will be made.

In that connection, we must say something about price tickets. A display is a silent salesman, but the price ticket is the voice of that display. Surely a dealer would not employ a salesman without a voice. For that reason, every item must be priced in plain figures so that it talks to the customer. Merchandise in itself attracts the eye, but price cards create the interest and consideration that cause a customer finally to buy.

Now in conclusion, let us summarize. What have we accomplished by the rearrangement?

First, the unit sale will be increased because many cus-

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tomers will select merchandise in addition to what they intended to buy when they entered the store.

Second, specials and bargains advertised will produce better results. When the customer now comes in to purchase the advertised item he sees other merchandise that he will likely pick up and buy.

Third, the sales expense is greatly reduced. By efficiently arranging our fast sellers at the rear of the store, a clerk can sell more with less labor. Our sales persons can now wait on more customers in a shorter period of time. We even give the customers an opportunity of waiting on themselves. By this simple arrangement often a clerk or two can be dispensed with.

Fourth, openly-displayed, price-marked merchandise enables less expensive help to sell small-unit or low-margin merchandise. This leaves the high-priced salesmen to concentrate on items of large unit of sale or the more technical products on which the margin is high.

We have now carried you through the principles of rearranging an old-style store into a modern one. It has been thoroughly proved in dozens of cases that, in the typical store, this arrangement will increase sales and decrease expenses.

III

ARRANGING THE INTERIOR OF THE MODERN HARDWARE STORE

PEOPLE buy with their eyes and hands these days—so we must arrange our stores accordingly.

That's why previously we said that your merchandise should be out where it can be seen and handled. Then your sales will increase and expenses will decrease.

But in the old style store that is not possible, because long counters and show cases shut off and hide most of the merchandise.

In order to let people see and handle your merchandise, then, we converted an old style store into a modern one by removing the side show cases and counters—by opening up the side walls. We then arranged islands in the center of the store.

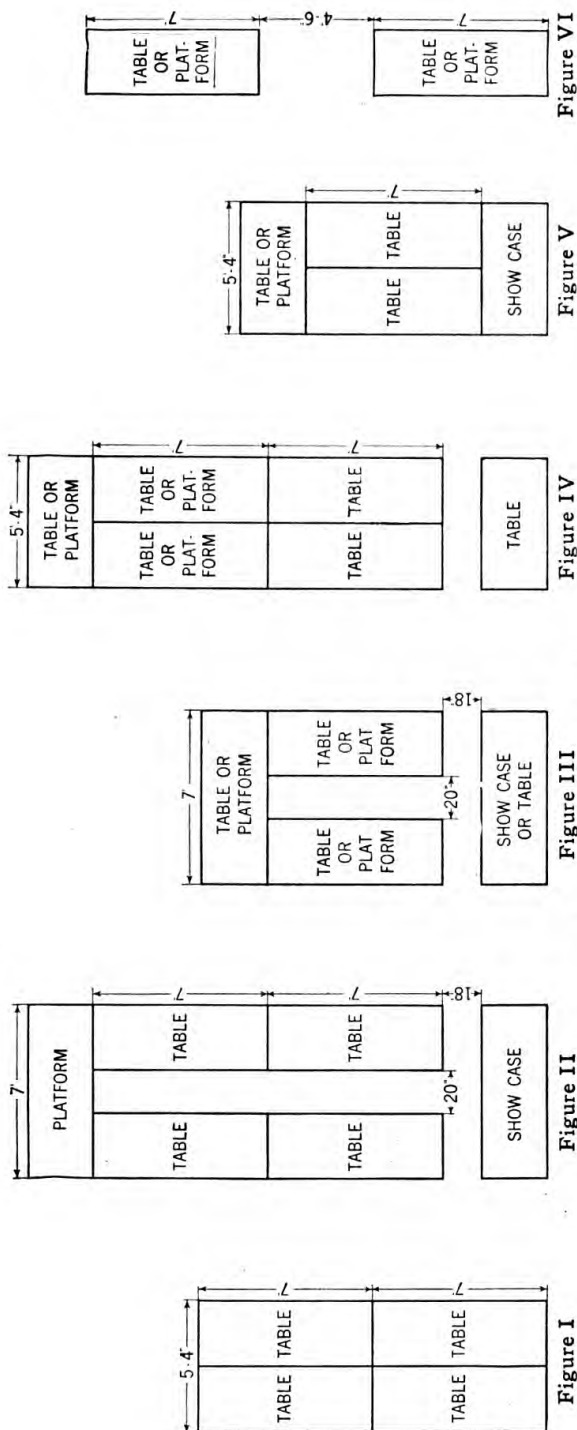
By that simple process we more than doubled the customer frontage,—which now makes it possible to have 90% of our merchandise out where it can be seen and handled.

Now let us discuss the island plan of arrangement.

What is a merchandise island? It is nothing but a mass display of merchandise around which people can circulate.

The island in the center of the store makes it possible for us to so house our merchandise that when our customers come and go they see at close range a large per-

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TYPICAL MERCHANDISE ISLANDS

By the use of various types of merchandise islands any average hardware floor can be arranged.

Fig. I. This arrangement of four units is adapted for use in narrow stores or in small spaces.

Fig. II. A typical six unit island made up of one show case, four display tables and one platform. The units are seven feet long and from 31 to 34 inches wide. These dimensions allow sufficient space between units for salespeople, and give access to reserve stock underneath tables. Any of the units are interchangeable.

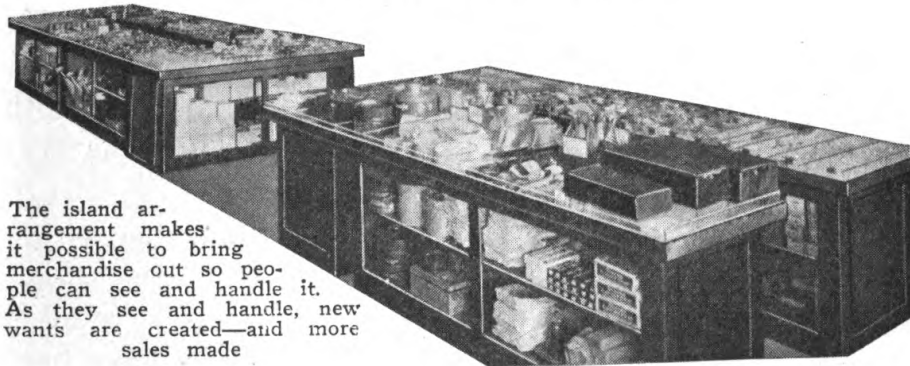
Fig. III. A typical four unit island arrangement.

Fig. IV, V. Here are other arrangements of four and six unit islands for the narrow store. The disadvantage of these islands is that the cross units can not be of standard seven foot length, but the length must be equal to the width of the two units (generally 5 feet and 4 inches). Whenever possible the arrangement as shown in Figs. II and III should be used.

Fig. VI. An example of the half island. The half island can be used either in the very narrow store or to fill in narrow spaces after one or more full islands have been used.

The relative number of tables, platforms and show cases in the island must vary with local conditions.

ARRANGING THE INTERIOR



The island arrangement makes it possible to bring merchandise out so people can see and handle it. As they see and handle, new wants are created—and more sales made

centage of our stock, and can handle our goods if they wish. As they see this merchandise the desire to buy arises. It enables them to buy with the minimum of work on the part of the store employees, and thus the cost of operation can be cut.

The island plan is so efficient that it is used almost exclusively by chain variety and department stores, and is fast being adopted by progressive hardware stores.

Next, let us see just how a modern hardware store island is built.

The modern hardware merchandise island is made up of open display tables, show cases and platforms, occasionally including a wrapping counter.

The unit fixtures making up the island, whether display tables, show cases or platforms, should insofar as possible be of standard width and length (7 feet long by 31 to 34 inches wide), so they can be interchanged and give flexibility to our arrangement to meet seasonable demands.

There are several ways of arranging the units that make up the island. In the small narrow store we may wish to place our units in a solid block, as Figure I. In another case we may want a 4 unit island with aisle space, as Figure III.

Where we have abundant room, the 6 unit island has been found the most practical (Figure II).

Figures IV and V are other examples of how the units

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can be arranged for the narrow store. This arrangement should, however, be avoided except for the very narrow store, for the cross end units cannot be of standard length (7 feet), but must be 5 feet and 4 inches, or whatever length is equal to the width of two units.

Figure VI is an example of the half island used either in a very narrow store, or in a store, as will be shown later, of such width that half islands are necessary to fill in narrow spaces after one or more full islands have been used. Single units or half islands should, however, be avoided insofar as possible and full islands used.

Islands arranged as Figures II and III are the most practical. They should be the standard islands whenever possible and should predominate in all normal arrangements. Figures I, IV, V and VI should be used only to meet unusual or particular conditions. By the careful arranging of these islands, then, we can lay out any average hardware store floor.

The popularity and efficiency of the island is due to the facts—(1) that the island permits complete circulation so that merchandise can be seen and handled on all four sides, and—(2) that the island plan makes it possible for us to keep our wall space open so that merchandise can be displayed there also, as we shall show later.

By way of illustration, let us study the two floor plans, Figures VII and VIII. Comparing these two plans will show why the island principle of arrangement of display tables and other fixtures is superior to the so-called unit principle of setting each table by itself. In the unit plan, as you will see by studying the figures, the aisle between the display units is generally narrowed down to such an extent that customers will not circulate freely in between these tables. The result is that customers pass only the ends of the tables—so only the ends have unusual sales value—and the center is lost. Then, too, the island plan

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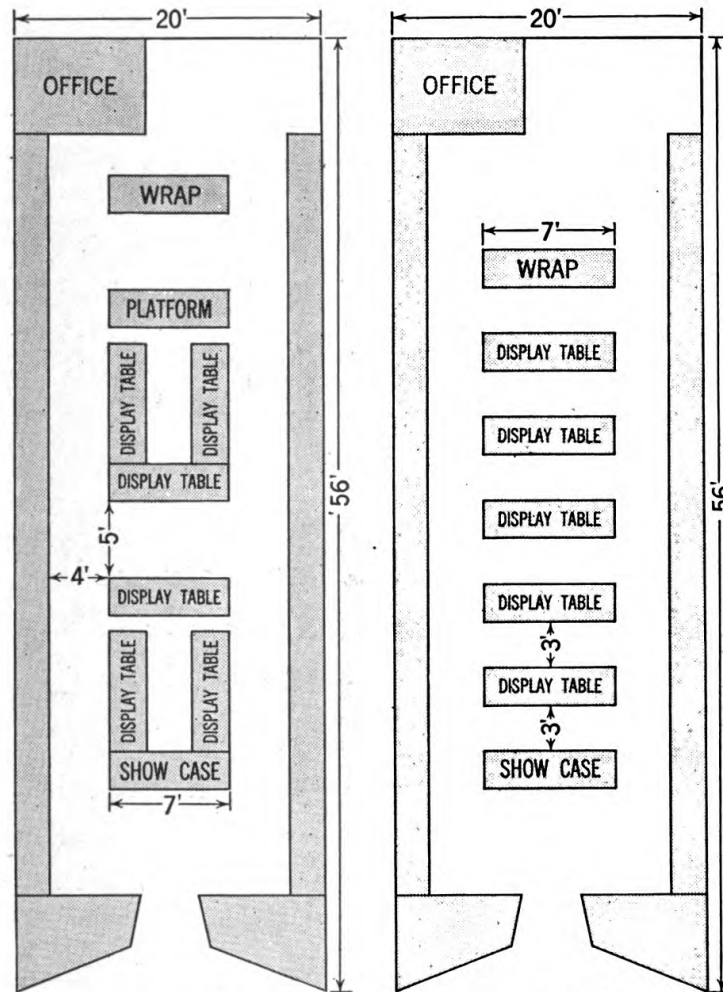


Figure VII

Figure VIII

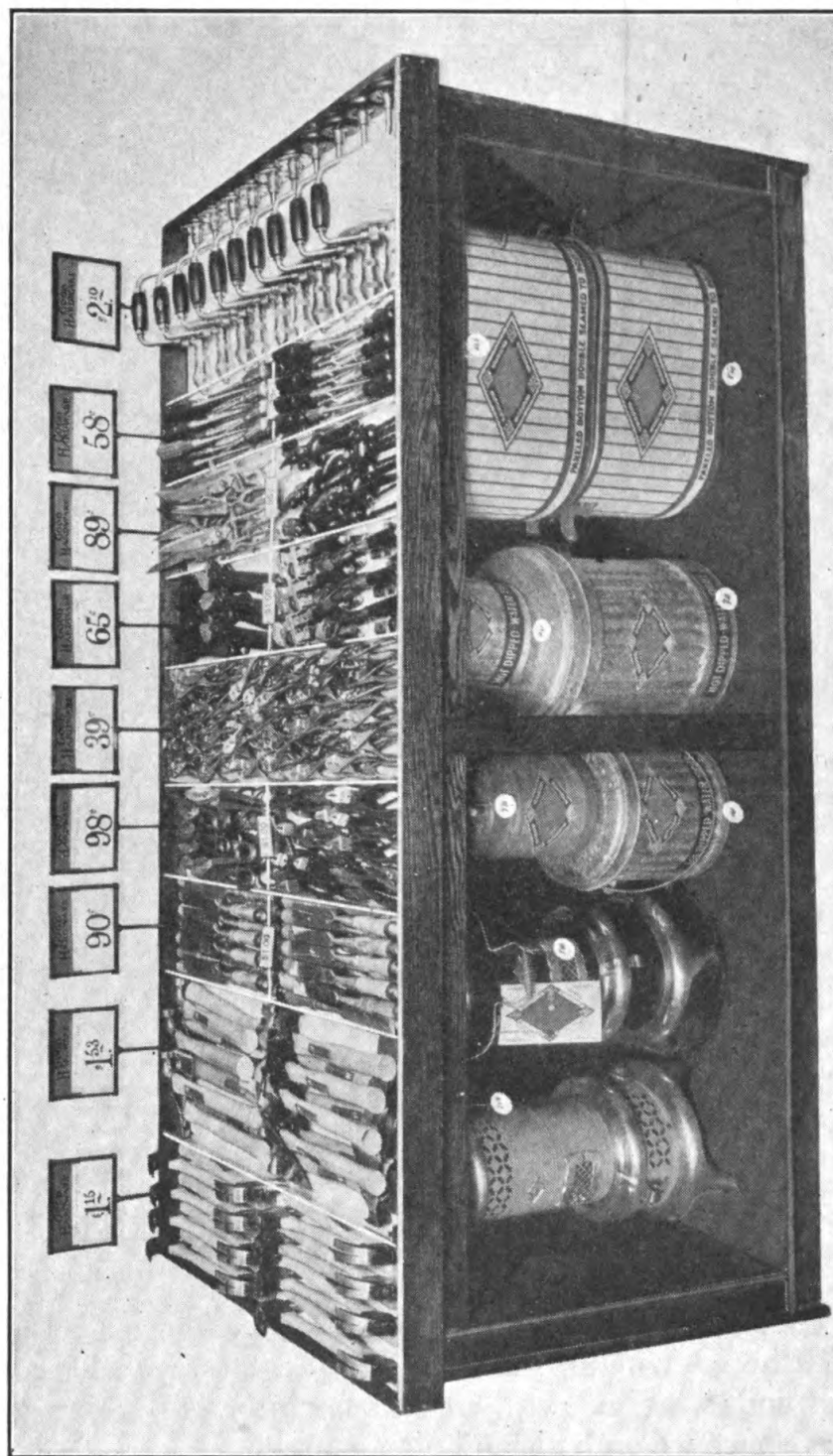
THE RIGHT AND THE WRONG WAY

Fig. VII shows the correct method of arrangement—the island plan. It provides a wide cross aisle through which people freely pass—encouraging store circulation—thus increasing the sales value of all the units. Moreover the island plan makes possible the use of nine display units, while the same space in the other plan provides for only seven.

Fig. VIII shows the wrong way of arranging display units. The aisle between tables is so narrow that customers will not circulate freely between units. Only the ends of the units have a high selling value and the center is lost.

saves space. As you will see by studying Figures VII and VIII there is room for only 7 units of equipment where the unit plan is carried out, whereas 9 can be gotten into the same space when the island plan is used.

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The open display table is the most effective unit of display equipment known to the science of merchandising

ARRANGING THE INTERIOR

Many merchants make the mistake of scattering their display units. It has been found as a result of very careful experiment that the island plan—that is, four or six units built into an island—is much better than having each of the units standing alone. When units are standing alone they look scattered, and tend to give a loose, disorganized, untidy appearance to the store. When they are condensed into an island, the island becomes the unit, the aisles are well defined and the whole store has a neat, orderly appearance that reacts favorably upon the customers and makes them circulate more freely. Western dealers particularly frequently make the mistake of having their units too scattered, and they would profit by segregating them into four or six unit islands.

Next, let us discuss the fixtures that make up the island. The display table, pictured opposite, is by far the most popular unit used in making up the island. Now and then we need a show case and a low platform for bulky goods, but most of the islands should be made up of display tables.

The Advantages of Display Tables

1. Women are attracted to them.
2. They increase sales.
3. They satisfy the desire to shop around.
4. They surround customers with merchandise.
5. They talk every language.
6. They cut down the selling expense.
7. They assist in inventory.
8. They suggest companion sales.
9. They look business-like.
10. They are the cheapest method of display.
11. They display merchandise without barriers.
12. They quote prices correctly.
13. They show merchandise and not fixtures.
14. They show hundreds of items customers did not know you carried.

THE MODERN HARDWARE STORE

When we stop to think, it is rather strange that the display tables have been used for a number of years with telling effect in chain variety stores, department stores and in a few progressive hardware stores, yet it has only been in the past few years that we have begun to realize their vast possibilities in the hardware field.

Hardware is admirably suited to be sold on display tables. The increase in the use of tables, and their possibilities, we believe is the biggest single factor in modern hardware store arrangement today. There is no other one factor that will go so far to increase sales and at the same time cut down operating expense (both much needed in hardware today), as the intelligent use of open top display tables.

As said at the beginning of this chapter, people buy with their eyes—and they want to handle what they see. How, then, can you better give your customers an opportunity of seeing and handling merchandise than on open top tables?

There are literally hundreds of items in the hardware stock needed by our customers—hundreds of items that customers do not know we have. By getting them out where our customers will see them from day to day, hundreds of additional sales will be made.

We must remember that every human being is a bundle of needs—a bundle of sales potentialities. Often no more than a mere reminder converts those needs into sales. Merchandise in bins, drawers, boxes, cartons and old fashioned show cases only sells when demanded—and the dealer who sells nothing more than the goods demanded by his customers is hopelessly out of the running today.

The intelligent use of display tables makes it possible to display the majority of your stock. By skillful store arrangement you can make a whole panorama of hardware pass in review before your customers every time they enter your store. These hundreds of items, as they pass in re-

ARRANGING THE INTERIOR

view before the eyes of your customers, act as reminders—stir up new desires—and convert many dormant wants into sales.

It is a well known fact that should chain variety stores stock their merchandise in bins, boxes, drawers and clumsy show cases, on shelves and behind counters, as is done in the old-fashioned hardware store, their sales would drop 50%.

No wonder then, when the old-fashioned hardware store is converted into a modern one, sales of the merchandise brought out from bins and drawers increase 20%. In the case of some popular products, sales increase as much as 100%. And it is all because those two all-important senses—sight and touch—are given an opportunity to work.

When people come into the hardware store, they are interested in merchandise. They are not interested in wood, boards, boxes, cartons or plate glass, so why display them? Neither are they interested in clumsy fixtures. The modern hardware store must be so arranged that practically all of the eye's vision from the floor to the top of the shelving in any direction is taken up with merchandise and not fixtures, wood, boards, planks, cartons and plate glass. For meeting all of these requirements, so far as more than half of your merchandise is concerned, open-display tables arranged into islands are the most efficient units of selling equipment yet devised. That is the predominating opinion of merchandising experts everywhere.

Hundreds of hardware dealers are buying and installing tables and they are reporting better sales. But there are still hundreds of dealers with the old-fashioned stores who should throw out their out-of-date show cases, convert their long counters into display tables and add enough tables so as to arrange one or more islands, and thus bring their merchandise out where it can be seen and handled.

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In planning stores it is well to give a thought to women, too, for each year they buy more and more hardware. Women are happy when surrounded by merchandise. They like to browse about attractive displays. They are instinctive shoppers. They like nothing better than merchandise well displayed on tables.

One of the greatest benefits derived from the use of display tables is that they help keep down operating costs. With merchandise displayed in the open, customers can examine it, compare sizes and finishes, without the assistance of a sales person. Frequently they will wait on themselves. This makes for a great saving of time of salespeople, and better service. Often a large store can, by rearranging, dispose of a sales person or two—and the small store can save the time of its employees so there is more left for arranging stocks, washing windows and general improvement of service.

Now and then a merchant is afraid to put in open display tables because of the fear of theft. Careful investigation shows that any pilferage due to open display is more than offset by the increase in sales that results. A few items small in size and high in unit value, as pocket cutlery and watches, must still be displayed under glass. On the other hand, some merchants find that display tables built into islands reduce theft. With the old style show cases and counters loaded with bulky displays extending high up in the air, more opportunity is given for theft. The petty thief only steals when he can hide behind something, so by keeping displays low, on tables, salespeople can watch the entire store and generally there is little pilferage. (See Chapter XVI.)

Because of the importance of the open top display table let us discuss its dimensions. (See Figures IX, X, and XI.)

The most practical length for the display table has been found to be seven feet. A table seven feet in length can be

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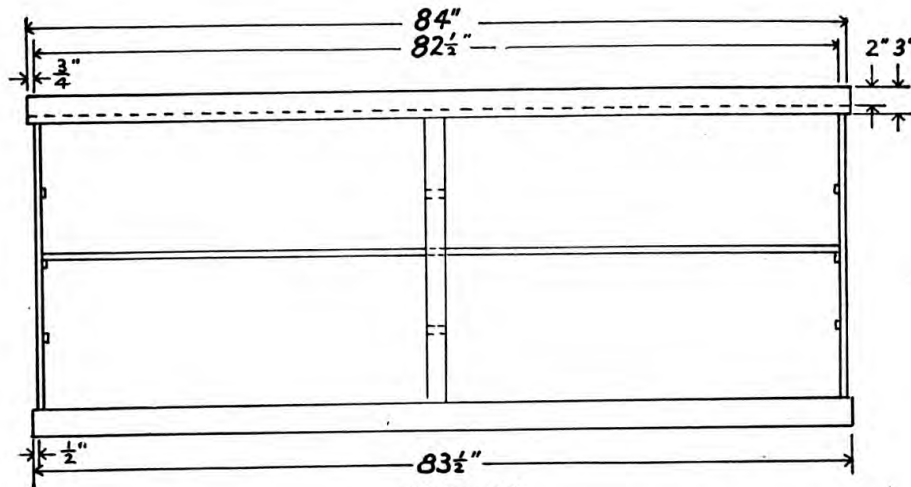


Figure IX

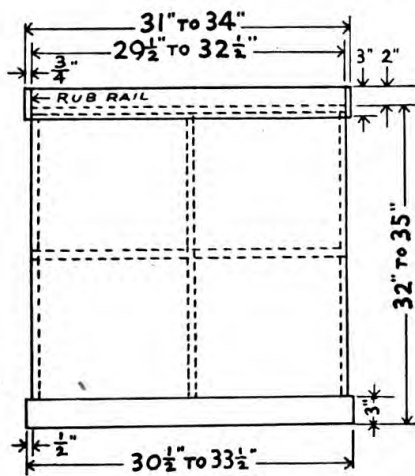


Figure X

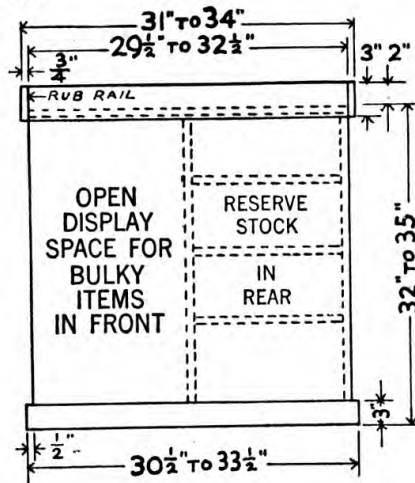


Figure XI

DETAILS OF THE DISPLAY TABLE

Fig. IX. The front elevation of the open top display table showing adjustable shelves. More shelves can be added, or all shelves can be removed to permit display of bulky merchandise. The front can also be entirely enclosed, preferably with sliding panel doors, to keep out dust and dirt.

Fig. X. The end dimensions of the open top display table with or without vertical partition. Each shelf is divided into two parts, adjustable up and down. Any or all shelves can be removed for display of bulky merchandise, or the space underneath the table can be used for reserve stock.

Fig. XI. End dimensions of the open top display table showing vertical partition. Usually the reserve stock of the merchandise displayed on top of the table can be stored on the rear shelves. This leaves the front half of the table for the display of bulky merchandise.

used either lengthwise or crosswise in a store, and will best fit into an island arrangement.

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The proper width or depth of a table has been found to be from 31 to 34 inches. A width within that range allows sufficient room for displays, and at the same time permits the customers to reach across the table to examine merchandise.

The most practical height is from 32 to 35 inches. This height brings all the merchandise on a table to the level where it can best be seen and handled by customers. It is a convenient height to encourage handling of merchandise.

A "rub rail" extending two inches above the edge of the table top makes possible compartments for holding merchandise and forms a border to set off the display on each table.

If considerable display space for bulky merchandise is needed it is well to so construct the table that the space underneath the top can be used for that purpose. If the lower part of the table is used for purely storage purposes it is advisable to close off the lower front of the table to prevent the stock from becoming dusty and soiled.

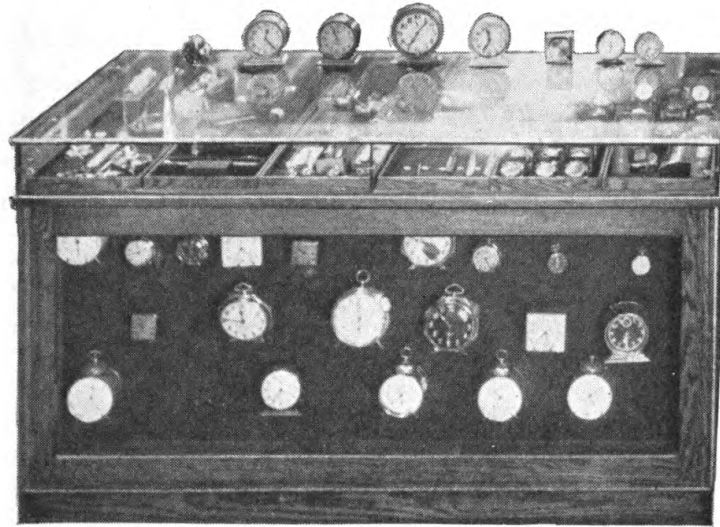
Although most of the units in the islands of the modern hardware store are open top display tables, a show case or two is necessary in most stores. Small items of a large unit value, and merchandise which needs protection from the elements or handling should be inclosed in a show case.

There is a new type of show case now being widely adopted. It is approximately the same size as the open top display table. In fact, it resembles an open top display table with a plate glass covering. This newer type of show case has a plate glass top and the side glass extends down only about five inches on the side of the case. The rest of the distance to the floor furnishes either further display space or is panelled, or used for open displays of bulky merchandise.

A dealer can sometimes convert an old-fashioned show

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case into this modern type by taking the base or legs off, and thus bring the top down to nearly the same height as



A new type of show case, adapted to the island plan of floor arrangement—and more effective than the old-fashioned show case

the display table. The display tray or level in the case can be raised to immediately underneath the top glass. Show cases should preferably be seven feet in length so as to be interchangeable with other units in the island arrangement.

Frequently it is necessary to display large bulky items in the center or front of the floor. For that purpose platforms should be used. These platforms should be the same length and width as the open top display table, so they can be interchanged. They should be built from four to six inches high. Bulky merchandise can be displayed on them more attractively, and they are more easily kept clean than when on the floor.

Platform displays have the added value of breaking up the monotony of solid table displays.

The old-fashioned hardware store usually has four or five times more counter space than it needs or knows what

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to do with. The modern hardware store needs very little counter space for wrapping purposes.

Occasionally, a wrapping counter is a unit in the island arrangement. Generally, though, the main wrapping counter should be located in the rear of the store, surrounded with staple and demand items on which the margin is low. Sooner or later, then, most customers will end up in front of the wrapping counter at the rear—and see our fine displays as they come and go.

The secondary wrapping counter, only necessary in a large or deep store, will then usually be one of the units in an island toward the front of the store.

While all of the units described are necessary and have their place in the modern hardware store, yet open top display tables must predominate in the island and in the store as a whole. In fact, some floor arrangements in modern stores are made up almost entirely of display tables.

The display table has a great future. It is only a matter of time until practically every successful hardware store in the land will use them.

More and more merchants everywhere are beginning to realize that people buy with their eyes—and they want to handle what they see. More and more merchants see the necessity of getting their goods out where people can see and handle—and buy them.

No single piece of equipment serves that purpose better, for such a large variety of hardware products, than the display table. The open top display table is today the most effective piece of selling equipment known to the science of retailing.

IV

FLOOR PLANS FOR THE NARROW STORE

NOTHING will do more to increase sales and cut expenses in the hardware store than the right kind of floor plan.

In previous chapters we said that the old type store with its long show cases and counters is out of date. Counters and show cases shut off merchandise from touch and sight.

In the modern hardware store, then, the old long counter must go. So must the old-fashioned show case. The place for the old-fashioned show case is in the museum where it can be used to preserve antiques—to keep people from touching and handling things.

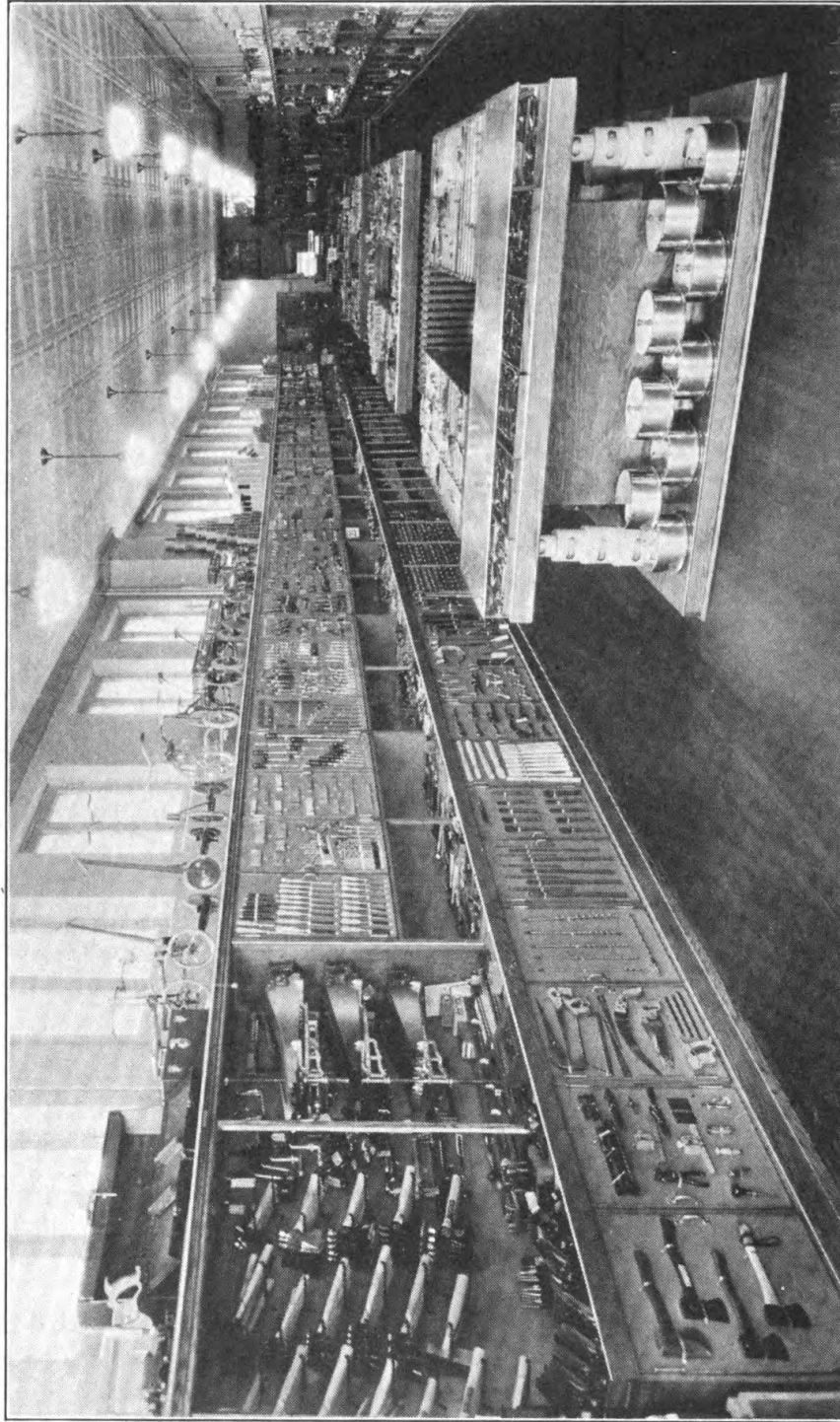
We converted an old type store into a modern store by removing the side show cases and counters—by opening up the side walls. We then arranged the fixtures into islands in the center of the store.

In this chapter we are going to talk about island floor arrangements for the stores that measure up to 23 feet wide.

Islands are made up of four different kinds of units—display tables, platforms, show cases and now and then a wrapping counter.

The first and most important unit of our island (discussed in previous chapters) is the open-top display table. We said that the average size for a display table is 7 feet long and 32 inches wide.

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A fine example of the island plan of floor arrangement of a narrow store is the Prince Hardware Company, Bloomington, Indiana

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The second possible unit of an island is the platform. The platform is used to display large bulky items in such a manner that the merchandise is attractively displayed and can easily be kept clean. Platforms also tend to break up the monotony of solid table displays. These platforms should also be 7 feet long and 32 inches wide so they can be interchanged with display tables and show cases. Platforms are usually 5 inches high.

Show cases make up the third possible unit of an island. They are also 7 feet long and 32 inches wide, so as to be interchangeable with tables and platforms. They house the small items of a large unit worth, and merchandise which needs protection from the elements or handling.

Wrapping counters, in some floor plans, make the fourth unit used in islands. Usually, however, the wrapping counter is a separate unit standing by itself.

By a combination of these units we can build islands of different kinds and character to meet our local conditions. In Chapter III we discussed and presented drawings of six typical island arrangements made of these units. In some narrow store arrangements where a condensed island is used it may be desirable to use cross units of a shorter length (5 feet, 4 inches) than the standard.

Now and then a half island is needed. It consists of a single unit or two or more units placed end to end or side by side. It is used only for a space not large enough for an island of four units.

By the careful selection and placing of these islands any floor space can be arranged.

The proportion of the floor space to be devoted to show cases, platforms, wrapping counters or display tables depends a great deal upon the class of merchandise handled. It is advisable to have as much space devoted to open tables and platforms as is possible. Tables will display small merchandise in a very efficient manner, and inas-

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much as there are a large number of small items to be offered for sale, display tables should predominate.

Platforms are used to take care of large and bulky merchandise. Where complete stocks of such products as ranges, refrigerators, lawn mowers, wheel goods, farm supplies, etc., are sold, more platforms must be used than in stores where such items are not carried.

One or two show cases are usually sufficient in the average hardware store. Inasmuch as glass retards sales, show cases should be used sparingly,—and only for products that must have protection.

Customers like variety and change. They like to browse among displays—especially new and inviting ones. By keeping display tables, show cases and platforms all the same size, these units can be easily shifted from place to place, and thus give a freshness and newness to our store.

In building our floor plan we will start by placing the wrapping counter. See Plans 1, 2 and 3. Where we place the wrapping counter is a very important matter for a number of reasons. On top of the wrapping counter is the cash register, usually the scales, and a roll or two of wrapping paper. This means then that in each transaction the salesman will complete his sale by coming to the wrapping counter. *In four out of five cases the customer will follow the salesman to the wrapping counter.* That is why the wrapping counter is called the “center of activity.”

Within reason, then, we can place the wrapping counter anywhere we like—and sooner or later draw our customers there. Naturally we must use strategy in placing our wrapping counter so it will do the most good. If we place the wrapping counter in the front of the store the salesmen and customers will make this the busiest part of the store—the center of activity. In other words the average

Plan Number 1

A good arrangement for the narrow hardware store. Inside dimensions 18 x 55 feet. Many dealers with stores of this width are often of the opinion they can not use the island plan. This arrangement can be used in stores even narrower by cutting down the size of the units making up the islands.

Suggested Merchandise Arrangement

UNIT NO. 1 SHOWCASE —

In season: cutlery, razors, electrical appliances, etc.

NO. 2 TABLE — In season: tools and carpenters' items, garden tools, etc., auto sundries.

NO. 3 TABLE — In season: sporting goods, gift goods, clocks, etc., electrical appliances.

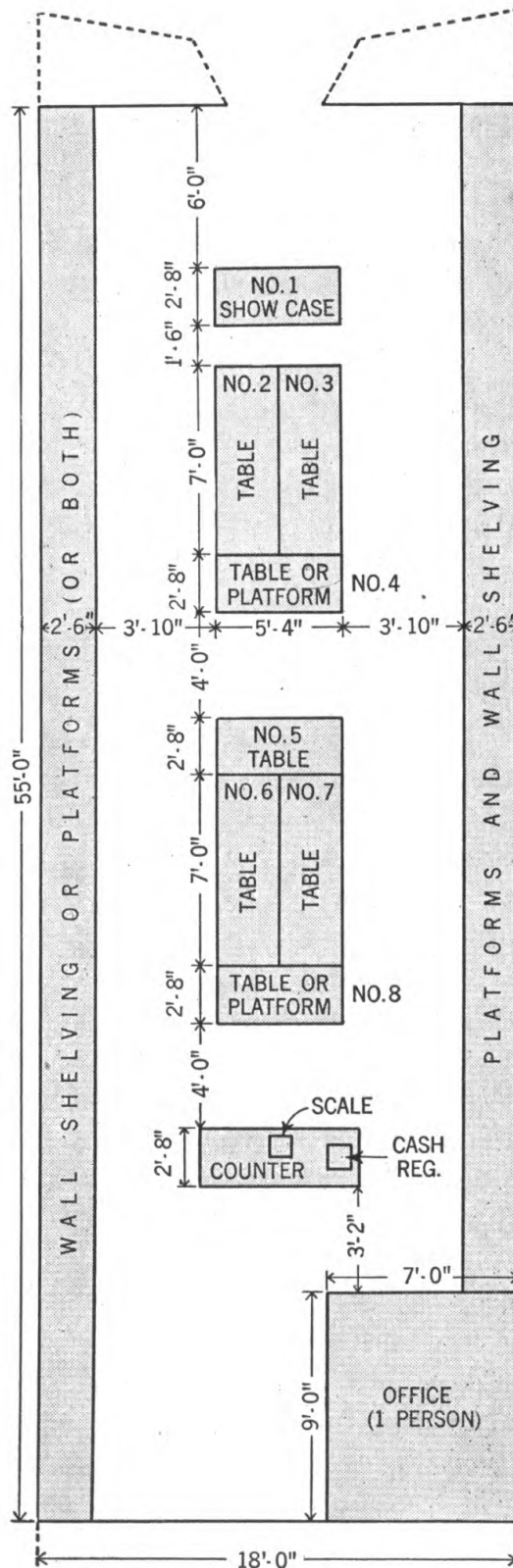
NO. 4 TABLE — In season: household paint and supplies, electrical supplies. **OR PLAT-FORM —** In season: farm supplies, large galvanized ware, etc.

NO. 5 TABLE — In season: polishes, cleaners, household brushes, bathroom fixtures, or miscellaneous, curtain rods, coat hangers, shoe findings, etc.

NO. 6 TABLE — In season: kitchen wares, house wares, crockery and glassware.

NO. 7 TABLE — In season: demand items or kitchen utensils, kitchen cutlery.

NO. 8 TABLE — In season: demand items, general hardware, cabinet and allied hardware, farmers' supplies, plumbing supplies. **OR PLAT-FORM —** In season: lawnmowers or wheel goods or large crockery or farm implements, cream cans, etc.



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customer will complete his transaction after having traversed only a small part of the store. Our display tables, with their well-laid-out displays and talking signs will then not be noticed by many customers, for they will tend to make their purchases in the front of the store and then leave.

The wrapping counter in front then certainly will not make a good store arrangement. We would like to see four out of five of our customers end up at the rear of the store. Customers would then walk past our fine open displays of price-marked merchandise, and buy.

Therefore, we place our wrapping counter toward the rear of the store. We place it crosswise so as to maintain a balance to the island arrangements that will induce an even customer circulation.

In the average modern hardware store it is only necessary to have from 7 to 8 ½ feet of wrapping space. We have done away with all our long counters; for we need only this small amount of counter space for wrapping. Now we have more room for display tables and platforms.

In previous chapters we said that in order to bring down the cost of operation we must cut out all lost motion and unnecessary steps on the part of salespeople. We said that fast selling, small-unit sales items, and those items with a narrow margin should entail the least possible sales expense—yet at the same time we must maintain their volume of sales.

If these demand items are concentrated near the wrapping counter—our “center of activity”—we can keep down and often reduce our selling expense. This procedure will not only decrease our selling expense, but will also bring our customers to the rear of the store, past our displays of high margin merchandise and merchandise which customers buy on impulse. So we place our glass,

Plan Number 2

This arrangement will fit a large number of hardware stores. Notice that the wrapping counter is located toward the rear of the store so as to draw the customers to the rear—and thus bring them past the displays of specialties and impulse merchandise. Inside dimensions of the store are 20 x 60 feet.

Suggested Merchandise Arrangement

UNIT NO. 1 SHOWCASE—

In season: cutlery, razors, electrical appliances, etc.

NO. 2 TABLE— In season: tools and carpenters' items, garden tools, etc., auto sundries.

NO. 3 TABLE— In season: sporting goods, gift goods, clocks, etc., electrical appliances.

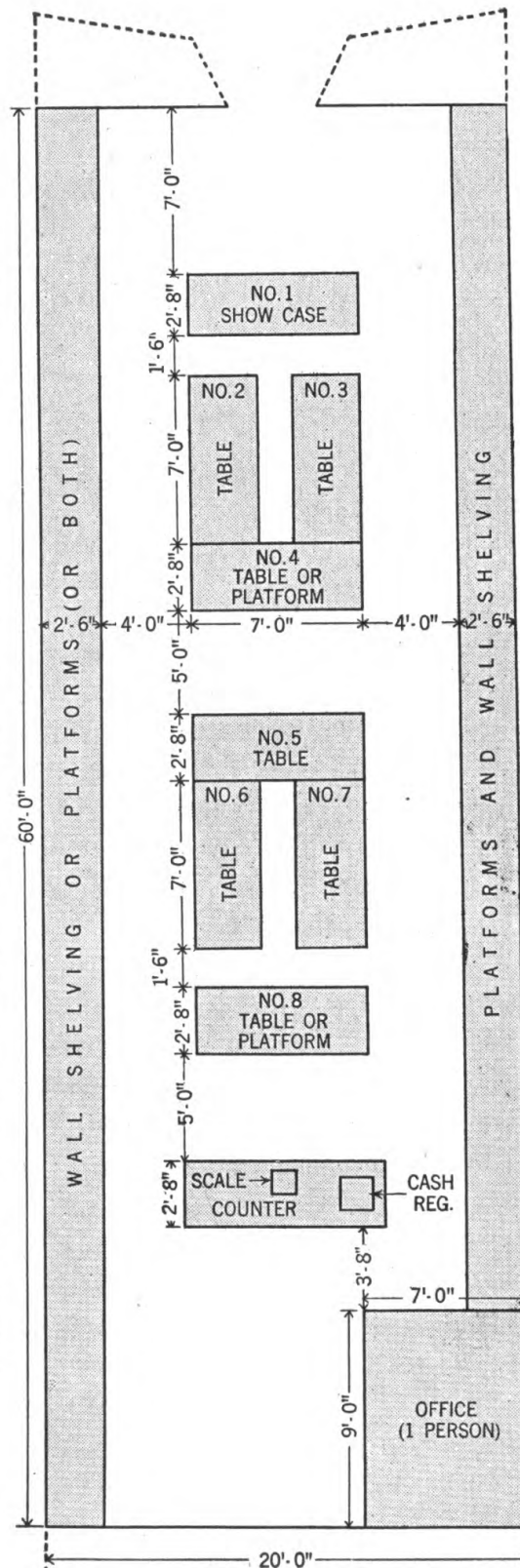
NO. 4 TABLE— In season: household paint and supplies, electrical supplies. **OR PLATFORM—** In season: farm supplies, large galvanized ware, etc.

NO. 5 TABLE— In season: polishes, cleaners, household brushes, bathroom fixtures, or miscellaneous, brewing supplies, clothes pins, shoe findings, etc.

NO. 6 TABLE— In season: kitchen wares, house wares, crockery and glassware.

NO. 7 TABLE— In season: demand items or kitchen utensils, kitchen cutlery.

NO. 8 TABLE— In season (miscellaneous): demand items such as general hardware, cabinet and allied hardware, small farm supplies, plumbing supplies. **OR PLATFORM—** In season: lawn mowers or wheel goods or large crockery or farm implements, cream cans, etc.



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putty, nails, screws, bolts, small general hardware, etc., near the wrapping counter toward the rear of the store where they can be handled with the least possible expense.

Now that we have located our demand merchandise around our "center of activity" in the rear of the store we must be sure to use the rest of our store to the best possible advantage. We must locate our profitable specialties and our impulse merchandise so that our sales will increase. There is considerable impulse merchandise in the hardware line—merchandise that customers do not intend to buy when they come into the store, but buy when they see it.

Naturally our profitable specialties and impulse merchandise should be located toward the front of the store. Our open table and wall displays should make many sales suggestions to the customers coming into the store—even when they come after demand items.

We will place the fast selling merchandise with a high margin—"star" items—in several strategic places throughout the store. We will also remember to place associated sales items together—for instance, kitchen cutlery with kitchen utensils.

As said before, any average space can be arranged with the various single-unit, two-unit, four-unit or six-unit islands.

Starting with the front of the average hardware store we will place the first island seven feet from the door. (When a store is very small and the condensed island used, six feet is sometimes enough.) See Plans Number 1, 2 and 3. If this space in front were less—say five feet—many customers would be stopped in front of the first island. On the other hand, if this space were 10 feet many would find themselves content to remain in this small lobby in the front of the store. The result in either case would be that the salesmen must walk all the way to the front of the store to meet the customer.

This plan is an alternative plan of Number 2. Instead of the two four-unit islands, one four-unit island and one six-unit island are used. The wrapping counter is one unit in the rear island instead of being placed separately as in Plan Number 2.

UNIT NO. 1 SHOWCASE —
In season: cutlery, razors,
electrical appliances, etc.

NO. 4 TABLE—In season: household paint and supplies, electrical supplies. **OR PLAT-FORM**—In season: farm supplies, large galvanized ware, etc.

NO. 7 TABLE—In season:
kitchen utensils, kitchen cut-
lery.

NO. 9 TABLE—In season: kitchen wares, house wares.
OR PLATFORM—In season: lawn mowers, wheel goods, large crockery, farm implements, cream cans, etc.



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It has been found by careful experiment that in the narrow store a distance of exactly seven feet between the door and the first island is the distance that induces more customers to walk toward the rear of the store than any other.

If our store is a very narrow one—from 14 to 16 feet wide—we will use the two-unit island made by placing tables end to end, leaving appropriate cross aisles.

If the store is from 16 to 18 feet wide we will use the condensed form of island of either four or six units, or both, depending on the depth of store. See Plan Number 1.

If the store is from 54 to 58 feet deep, two four-unit islands will fill our available floor space (Plan No. 1).

If the store is from 59 to 64 feet deep, one four-unit island and one six-unit island will be used. By using a combination of these islands stores of any depth can be laid out.

If our store is from 18 to 23 feet wide (interior) then we can use the more desirable type of island, the four-unit open and the six-unit open.

If the store is from 58 to 63 feet deep, two four-unit open islands with a separate wrapping counter will fill our available space. See Plan No. 2.

Or if we like we may use one four-unit island and one six-unit island, making the wrapping counter one of the units in the rear island. See Plan No. 3.

In the majority of cases stores are deeper than those in Plans 1, 2 or 3. The arrangement of them, however, is a simple matter. By simply installing islands of either four or six units a store of any depth can be arranged. Frequently a store handling a large amount of bulky merchandise may find it desirable to use more platforms in the islands that are added. It is a growing tendency, however, to display bulky merchandise on platforms in

PLANS FOR THE NARROW STORE

the side wall space as well as in the island, as is explained elsewhere in this volume.

One of our next problems is to get complete store circulation. One part of a well-laid-out store should be practically as busy as any other—and above all we do not want any dead corner or dead spot so common in most stores.

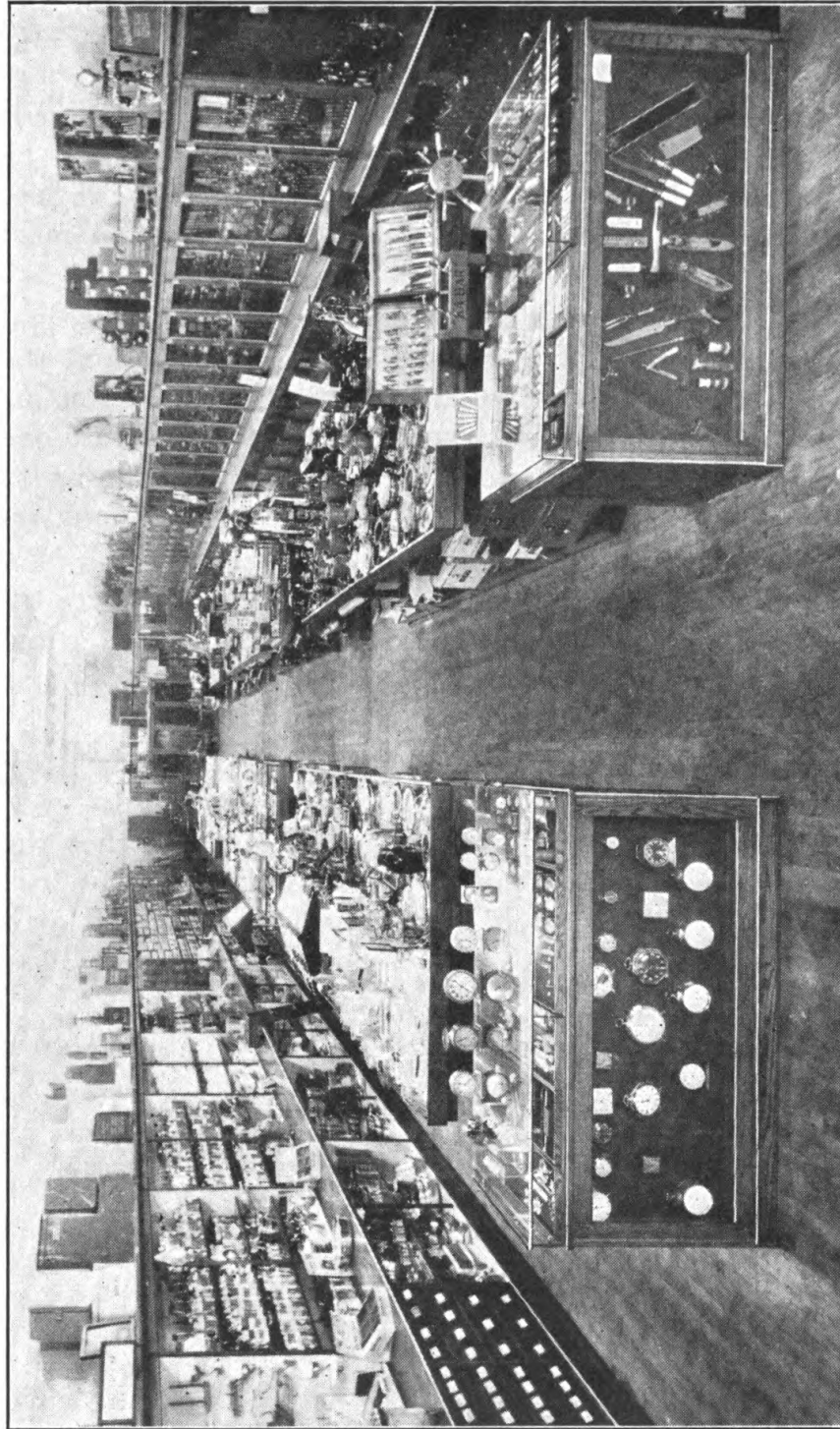
Let us remember again the principles that we laid down previously,—that our customers will follow the path of least resistance—that is, the widest opening or aisle. So if we make our cross aisle wider (at least one foot) than the aisles running lengthwise in the store we will be assured that our customers will in many instances cross to the other side.

Our first cross aisle should be located from 20 to 28 feet from the front door to insure this cross circulation, and thus bring the customer in contact with more of our merchandise.

We must be careful in the width of aisles to make them wide enough so that customers can circulate easily—yet, at the same time they must not be too wide for then the customers will be too far away from the merchandise. The average aisle should be about four feet wide, although in narrow stores it can be less. In wide busy stores five to seven foot aisles should be used.

Nothing will do more in the average hardware store to increase sales and cut selling expense than the way we use the floor space.

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The Librett Hardware Company, New Rochelle, New York, offers a splendid example of floor arrangement. Wide aisles bring customers into contact with all the merchandise in the store

V

FLOOR PLANS FOR THE WIDE STORE

IN arranging the wide store we have definite principles to observe, just as we had in arranging the narrow store.

By the use of tables, show cases and platforms, arranged into groups of four or six units each, we built typical islands as explained in previous chapters. Then by skillfully placing these islands with appropriate aisles between them, we can arrange any floor space.

Accompanying you will find typical floor arrangements for the large store and with them suggested merchandise arrangements.

Our main wrapping counter must be toward the rear of the store. Previously we said that in order to bring down the cost of operation, we must cut out all lost motion and unnecessary steps on the part of salespeople. We said that fast selling, small unit sales items, and those items with a narrow margin should entail the least possible sales expense.

If these demand items are concentrated near the wrapping counter at the rear—our center of activity—we can often reduce our selling expense. By placing them at the rear we will draw our customers to the rear of the store, pass our displays of high-margin merchandise, and thus increase sales.

However, it is easy to see that in a large store there will be and should be considerable fast-selling merchandise to-

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ward the front of the store. We must take care of those sales, also, at the least possible expense. There would be too much lost motion if the clerk had to walk to the rear of a large store to complete every sale. Customers, too, would be delayed in obtaining their merchandise.

Thus it is evident that in large stores we must have one, and possibly two, extra wrapping counters. These secondary wrapping counters should be placed in the islands toward the front of the store. (See Plan Number 7.)

Yet on the other hand we must take advantage of every opportunity of drawing our customers to the rear of the store—for by so doing we will increase our sales. We can do that in several ways. For example, when we run a sale we can place the item on sale toward the rear of the store with our demand merchandise. By passing by our front displays our customers will be invited to buy our regular merchandise with its regular profit in the front of the store. In that way a sale item can often be made to sell other items. We must, however, not place it too far back or else the sale will fail.

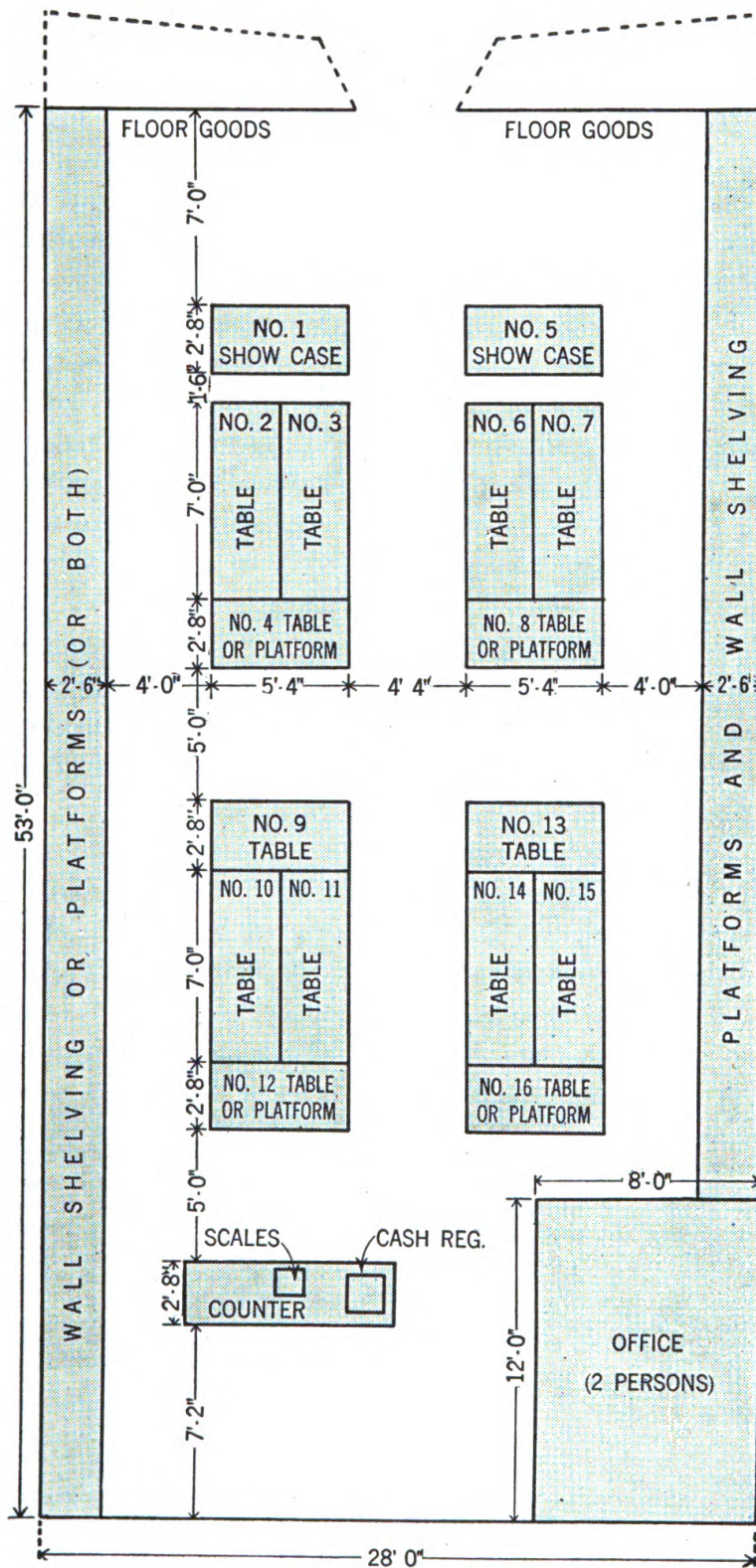
Suggested Merchandise Arrangement for Plan No. 4

- UNIT NO. 1. SHOWCASE—In season: cutlery, razors, electrical appliances, etc.
- NO. 2 TABLE—In season: tools and carpenters' items, garden tools.
- NO. 3. TABLE—In season: household paint and supplies, or glassware and crockery.
- NO. 4 TABLE—In season: electrical supplies, bathroom fixtures. OR PLATFORM—In season: farm supplies, cream cans, etc., wheel goods, etc.
- NO. 5 SHOWCASE—In season: cutlery, gift goods, electrical appliances, etc.
- NO. 6 TABLE—In season: electrical appliances, gift goods, clocks, etc.
- NO. 7 TABLE—In season: sporting goods.
- NO. 8 TABLE—In season: crockery and glassware, or auto supplies. OR PLATFORM—In season: large sporting goods, camping supplies, or wheel goods.
- NO. 9 TABLE—In season: electrical supplies.
- NO. 10 TABLE—In season: miscellaneous brewing supplies, curtain rods, shoe findings, etc.
- NO. 11 TABLE—In season: cleaners, brushes and polishes.
- NO. 12 TABLE—In season: demand items such as general hardware, cabinet hardware, plumbing supplies, farming supplies. OR PLATFORM—In season: lawn mowers, rubber hose, large farm supplies, mail boxes, etc.
- NO. 13 TABLE—In season: kitchen utensils.
- NO. 14 TABLE—In season: kitchen utensils, kitchen cutlery.
- NO. 15 TABLE—In season: kitchen and housewares.
- NO. 16 TABLE—In season: demand items or kitchen and housewares. OR PLATFORM—In season: large crockery, galvanized ware.

Plan Number 4

(Inside dimensions are 28 by 53 feet)

A good arrangement for city stores where rents are high and every inch of floor space must be utilized. Notice all tables and platforms are placed back to back so as to conserve space. This is also a well-balanced arrangement of the islands. One disadvantage is that all fixtures in this plan cannot be of standard size



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Items on display in the window can also be placed toward the rear of the store. Then our customers will have a chance to see the merchandise throughout the entire store when they come in to select the items they saw in the window.

It is also essential in wide stores, just as in narrow stores, that we have well-proportioned aisles that will induce customer circulation throughout the entire store. Large stores must have fairly wide aisles to maintain a balance to the arrangement that will keep customers moving to all parts of the store. By studying the accompanying floor plans you will find that our cross aisles are wider than aisles running lengthwise.

In stores with a large volume it is sometimes necessary to have more display room than can be obtained on one floor. In that case it may be desirable to have either a basement salesroom or a mezzanine floor, and sometimes both.

There are certain considerations regarding a basement salesroom that must be taken into account before a dealer should decide on including one in his plan. A basement salesroom is rarely a paying proposition unless it will sell

Suggested Merchandise Arrangement for Plan No. 5

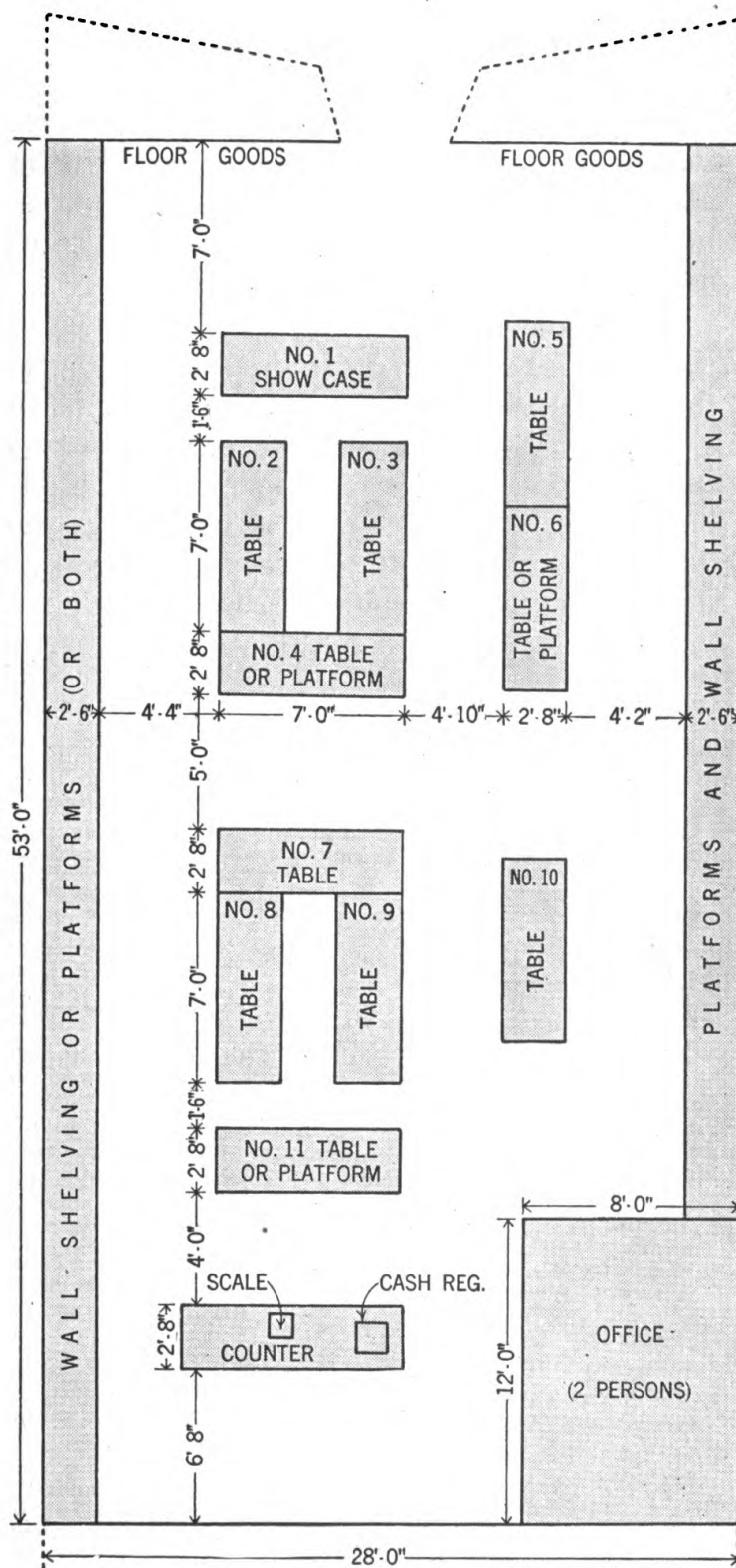
- | | |
|--|---|
| UNIT NO. 1. SHOWCASE—In season: cutlery, razors, electrical appliances. | NO. 7 TABLE—In season: cleaners, polishes and household brushes, or miscellaneous, brewing supplies, curtain rods, shoe findings, etc. |
| NO. 2 TABLE—In season: tools and carpenters' items, garden tools. | NO. 8 TABLE—In season: demand items such as: general hardware, builders' hardware, plumbing supplies. |
| NO. 3 TABLE—In season: electrical appliances, gift goods, clocks, etc., or auto supplies. | NO. 9 TABLE—In season: kitchen and housewares, crockery and glassware. |
| NO. 4 TABLE—In season: electrical supplies, bathroom fixtures. OR PLATFORM—In season: lawnmowers, etc., wheel goods, etc., cream cans, etc. | NO. 10 TABLE—In season: demand items or kitchen utensils, kitchen cutlery. OR PLATFORM—In season: wheel goods, galvanized ware, pails, etc., large crockery. |
| NO. 5 TABLE—In season: sporting goods or glassware and crockery. | NO. 11 TABLE—In season: demand items such as cabinet and allied hardware, farm supplies, etc. OR PLATFORM—farm implements, lawn mowers, rubber hose, cream cans, etc. |
| NO. 6 TABLE—In season: kitchen and housewares, household paints and supplies. OR PLATFORM—In season: lawnmowers, etc., wheel goods, etc., cream cans, etc. | |

Plan Number 5

(Inside dimensions are 28 by 53 feet)

This store is the same size as Plan No. 4 but shows an alternate arrangement of fixtures.

In this plan all standard size equipment is used so as to make each unit interchangeable with every other unit. The office is large enough for two persons



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at least \$10,000 worth of merchandise a year. The ceiling should be at least eight feet high. The basement must also be dry, for any tendency to dampness or moisture makes the salesroom unsatisfactory. Proper ventilation must be insured.

The stairway to the basement should be placed toward the front of the store. It should face the front and not the rear of the store if customers are to be induced to use it freely. Wherever possible the stairway should be in the center of the floor. If this is impossible it should then be placed to the right or left as near the center as possible. The stairway should be at least seven feet wide, or wider, depending on the number of customers that will use it.

In case of a choice, all other things being equal, a base-

Plan Number 6

(Inside dimensions are 32 by 55 feet)

A store of this size permits of a well-balanced arrangement of islands. The center aisle is made one foot wider than the other aisles running lengthwise in the store, because of the fact that the posts in the center of the floor take up some room. The main cross aisle is one foot wider than all the other aisles so as to induce cross circulation in the store

Suggested Merchandise Arrangement

UNIT NO. 1. SHOW CASE—In season: cutlery, razors, electrical appliances, etc.

NO. 2 TABLE—In season: tools and carpenters' items, garden tools.

NO. 3 TABLE—In season: household paints and supplies, or glassware and crockery.

NO. 4 TABLE—In season: electrical supplies, bathroom fixtures. OR PLATFORM—In season: cream cans, wheel goods, etc.

NO. 5 SHOW CASE—In season: cutlery, gift goods, electrical appliances, etc.

NO. 6 TABLE—In season: electrical appliances, gift goods, clocks, etc.

NO. 7 TABLE—In season: sporting goods.

NO. 8 TABLE—In season: crockery and glassware, or auto supplies. OR

PLATFORM—In season: large camping supplies or wheel goods.

NO. 9 TABLE—In season: electrical supplies.

NO. 10 TABLE—In season: (miscellaneous) brewing supplies, shoe findings, curtain rods, etc.

NO. 11 TABLE—In season: cleaners, household brushes, waxes and polishes.

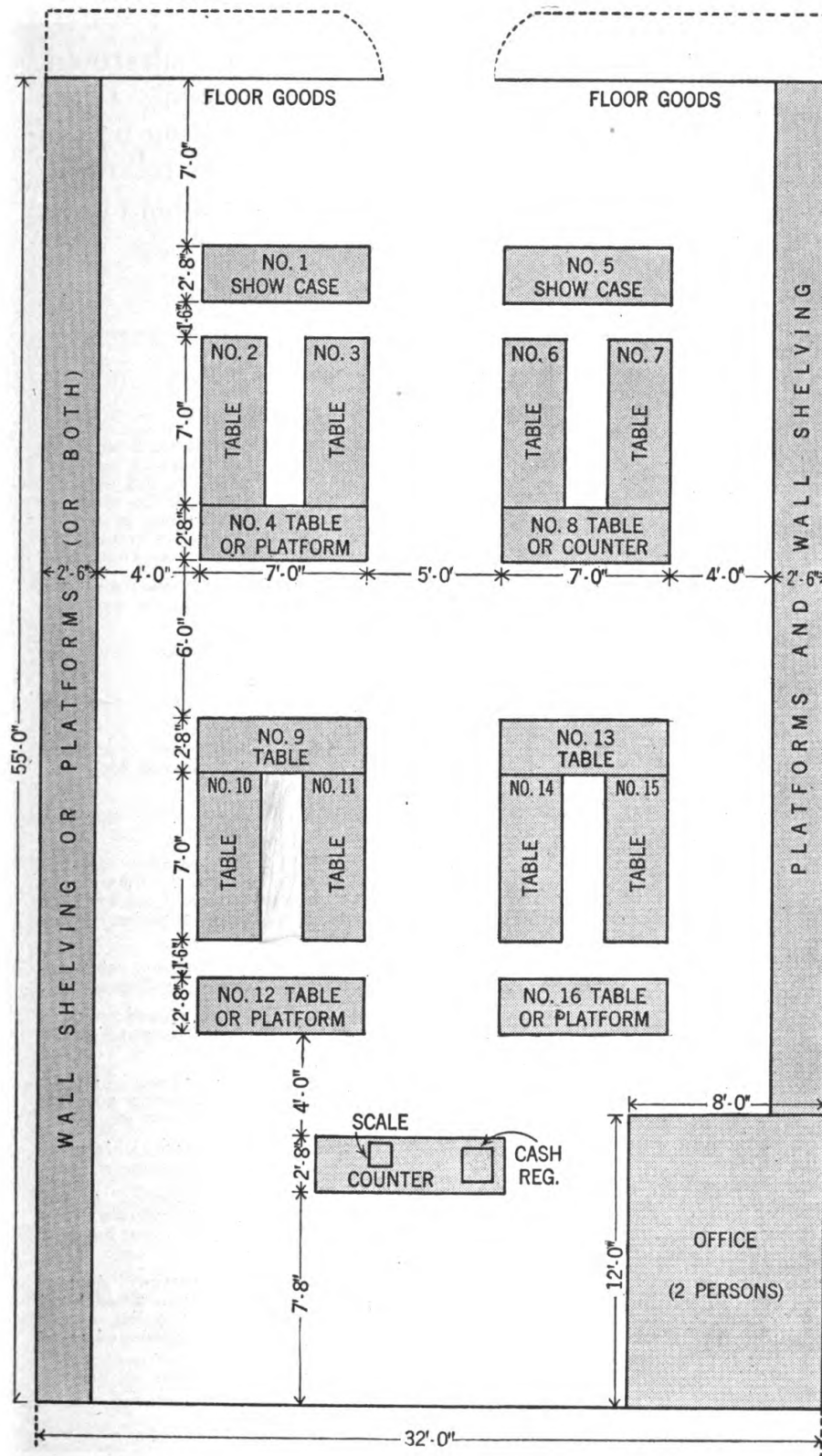
NO. 12 TABLE—In season: demand items such as general hardware, cabinet hardware, plumbing supplies, farming supplies. OR PLATFORM—In season: lawn mowers, large farm supplies, cream cans, etc.

NO. 13 TABLE—In season: kitchen utensils.

NO. 14 TABLE—In season: kitchen utensils (small), kitchen cutlery.

NO. 15 TABLE—In season: kitchen and housewares.

NO. 16 TABLE—In season: demand items or kitchen and housewares. OR PLATFORM—In season: large crockery, galvanized ware.



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ment salesroom is preferable to a second floor salesroom. It is easier to get people to go down stairs than up. There are, however, three essentials necessary in getting people to go down into a basement freely. They are as follows:

1. The well (or opening) to the basement should be so designed that merchandise can be seen from the main floor.

Plan Number 7

(Inside dimensions are 50 by 68 feet)

A floor plan for a large store showing three four-unit islands, and three six-unit islands. There are two combined wrapping and nail counters, with the main cash register and scale, in the rear of the store near demand merchandise. There is a third wrapping counter in the center of the store so as to facilitate waiting on customers in a hurry for merchandise in the front of the store. There is a small cash register on this wrapping counter so it will not be necessary to come to the rear of the store to make change

Suggested Merchandise Arrangement

UNIT NO. 1. SHOW CASE—In season: cutlery, mechanics' supplies.

NO. 2 TABLE—In season: tools and carpenters' items, garden tools.

NO. 3 TABLE—In season: household paint and supplies.

NO. 4 TABLE—In season: tools and carpenters' items. OR PLATFORM—In season: lawnmowers, rubber hose, sleds, wheel goods, farm supplies, cream cans, etc.

NO. 5 TABLE—In season: crockery and glassware, gift goods, or auto supplies.

NO. 6 TABLE—In season: crockery and glassware, gift goods, or auto supplies.

NO. 7 TABLE—In season: electrical appliances.

NO. 8 WRAPPING COUNTER.

NO. 9 SHOW CASE—In season: electrical appliances, gift goods, sporting goods.

NO. 10 TABLE—In season: electrical appliances.

NO. 11 TABLE—In season: sporting goods, camping supplies.

NO. 12 TABLE—In season: sporting goods. OR PLATFORM—In season: large sporting goods, camping supplies, etc.

NO. 13 TABLES—In season: electrical supplies, bulbs, flashlights and batteries.

NO. 14 TABLE—In season: bathroom fittings, plumbing goods.

NO. 15 TABLE—In season: electrical supplies, lamp cord, etc.

NO. 16 TABLE—In season: demand items or builders' hardware, lock sets, escutcheons, etc.

NO. 17 TABLE—In season: electrical extras.

NO. 18 TABLE—In season: demand items such as general hardware, mechanics' supplies. OR PLATFORM—In season: farm supplies, cream cans, etc.

NO. 19 TABLE—In season: cleaners, polishes, waxes, shoe findings.

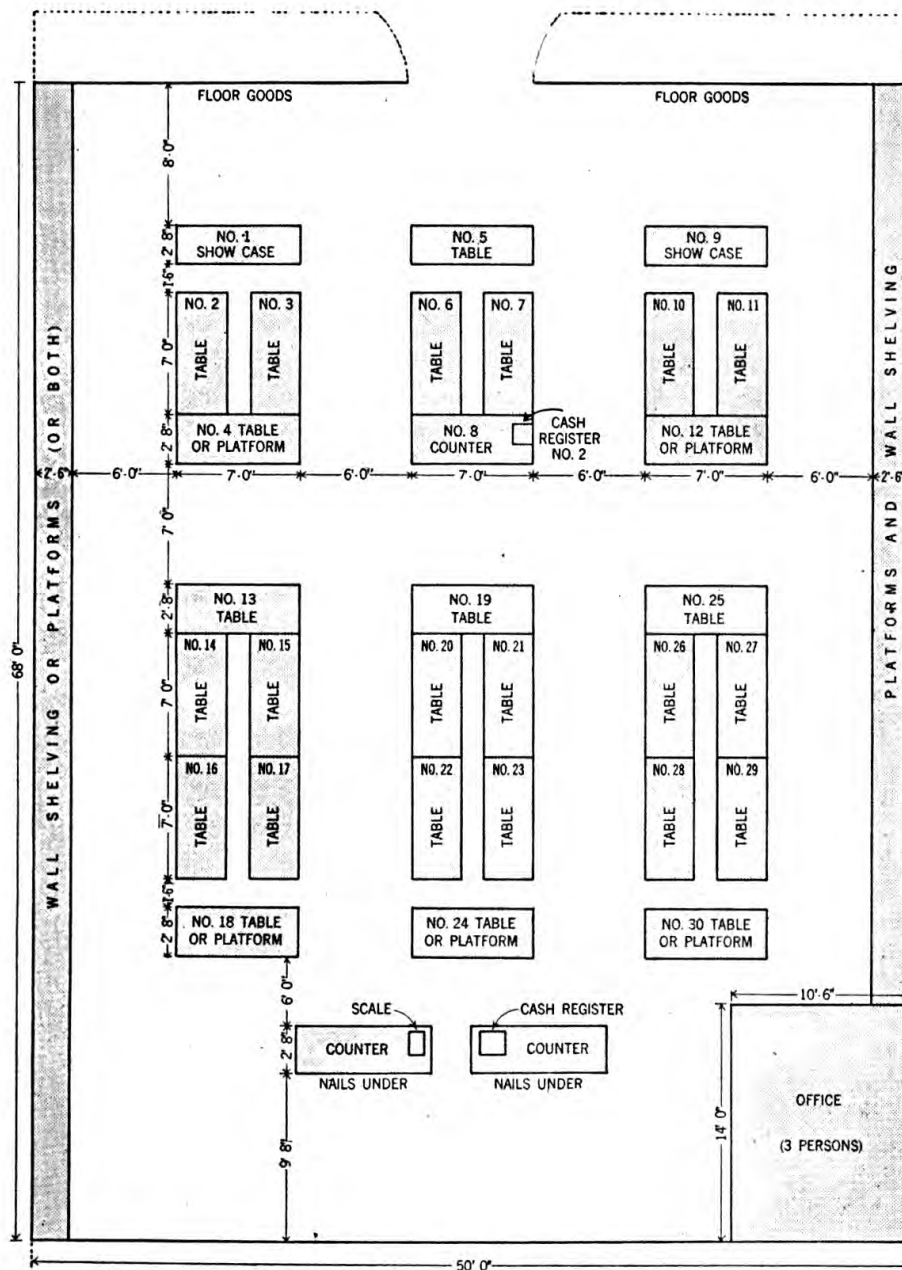
NO. 20 TABLES—In season: household brushes, miscellaneous housewares, mouse traps, etc.

NO. 21 TABLE—In season: miscellaneous housewares, brewing supplies, thermometers, fly swatters, etc.

NO. 22 TABLE—In season: farmers' supplies, or miscellaneous housewares.

NO. 23 TABLE—In season: miscellaneous house-supplies, curtain rods, toilet paper, clothes pins, coat hangers, etc.

NO. 24 TABLE—In season: demand items such as cabinet and allied hardware, small farm supplies. OR PLATFORM—large galvanized ware, large crockery.



NO. 25 TABLE—In season: small kitchen utensils, kitchen cutlery.

NO. 28 TABLE—In season: large kitchen utensils (enameled and aluminum ware).

NO. 26 TABLE—In season: large kitchen utensils (enameled and aluminum ware), housewares.

NO. 29 TABLE—In season: large kitchen utensils (cast ware—tin ware).

NO. 27 TABLE—In season: large kitchen utensils, (enameled and aluminum ware).

NO. 30 TABLE—In season: demand items or large kitchen utensils (cast ware—tin ware—hollow ware). OR PLATFORM—wheel goods.

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The stairway to a basement salesroom should be more than seven feet wide. Customers will not go down a narrow stairs freely. The stairs should be in the front part of the store, preferably in the center of the floor



The mezzanine floor should only be used when a store is doing a large volume in a small space, and additional display space is necessary

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PLANS FOR THE WIDE STORE

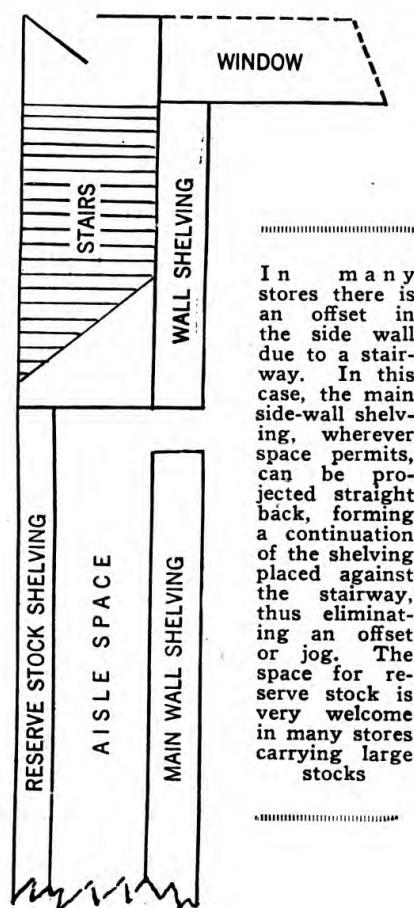
2. The basement should be lighted at all times.
3. There should be at least one clerk in the basement at all times.

Another opportunity we have of increasing our display and selling space is to build a mezzanine floor. Except in the case of great necessity a mezzanine is generally not desirable. Even then there are certain requirements that have to be met before a mezzanine will be practical.

A mezzanine sales floor can only be built when the ceiling is over 15 feet high. The steps to the mezzanine floor should preferably be on each side in the front of the store, or in the center toward the rear of the store, or in both places.

Where a mezzanine floor is used it is often the practice to bring the wall display fixtures out to the edge of the mezzanine. In that event there will be room for reserve stock back of the wall fixtures. Additional room for reserve stock is very welcome in many stores where a large stock is carried. In fact, some stores bring their display shelving out sufficiently so there is room for storage space at the rear even when there is no mezzanine.

In many stores there is an offset in the side wall due to a stairway or other jog in the building. In this case the main side-wall



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shelving fixtures, wherever space permits, can be projected straight back to form a continuation of those placed against the stairway, thus eliminating the offset or jog. (See illustration.) This arrangement affords a splendid storage space. Other times it may be desirable to throw the space at the rear of the offset into the main selling room thus affording more room for open displays.

In many stores there are posts which tend to hinder an efficient floor layout. It is well to form the islands so that wherever possible the posts are in the center of the island and thus out of the aisles. It is sometimes necessary to make a cutout in the fixtures to allow for posts. It is better however to let posts come as they will, in aisles or islands, rather than try to fit islands or tables around posts and make an awkward arrangement.

Often posts, sometimes of considerable size, must of necessity fall in the aisle space. The trick then is to make them as inconspicuous as possible. That can be done by covering them with mirrors from a distance of about $4\frac{1}{2}$ feet from the floor up to about $7\frac{1}{2}$ feet.

Mirrors, in fact, are a desirable asset to a store. They tend to make a store look larger by reflecting displays of merchandise in various parts of the store. Then, too, women customers like to pause in front of a mirror from time to time. A mirror also has a wholesome effect upon both proprietor and salespeople.

Radiators should be placed so as not to interfere with the ideal floor plan. It is a good plan to place them in the open space back of the windows and in between island openings, for then they will be out of the way. Radiators should as a rule not be placed against a side wall, for then the fixtures must be cut out to allow for them.

The proper location of the office is another important consideration.

As to whether the office shall be placed on the main

PLANS FOR THE WIDE STORE

floor or on a mezzanine is usually determined by the amount of actual selling done by the proprietor. If the proprietor is active in selling merchandise, his office should be on the main floor so he can wait on customers with the least amount of lost motion. Naturally, if he must run up and down stairs every time he waits on a customer there will be a great deal of inefficiency.

If the office is on the main floor it should be elevated from 18 to 20 inches. If the office is not elevated there will be a tendency on the part of a customer wishing to transact business with the bookkeeper or proprietor to walk right into the office. The proprietor then will have little privacy and considerable of his time will be wasted.

On the other hand if the office were elevated to three or four feet the customer would then have to step up into the office to transact his business. But with the office elevated from 18 to 20 inches the customer can transact his business from the floor level yet at the same time that elevation will tend to keep the customer out of the office—and insure greater privacy.

There is a growing tendency to build or rent buildings of such size that there will be sufficient space to work out good floor plans. Floor space should be in proportion to the fixtures necessary to display the stock required by the community. All too frequently a space is obtained which is too small to house the quantity of stock the dealer carries.

VI

PRACTICAL POINTERS ON ARRANGING DISPLAYS

IN previous chapters we said that the display table is the most effective piece of selling equipment known to the science of retailing.

So effective is the display table that variety stores, department stores and progressive hardware stores have for a long time built their island displays almost entirely of open top display tables.

Thousands of hardware dealers have already purchased and installed open top display tables. Thousands of others will add display tables during the coming year or two, while still others will reconstruct their counters into display tables.

But display tables like anything else do not work to their best advantage unless properly used. While they are still new, yet we have learned a great many things about their use. There is an accumulation of experience that experts pretty well recognize as principles.

A large number of the tables in hardware stores are not properly used—and the displays on them are not so built as to result in the greatest possible sales.

This article is going to deal with the practical points, the fundamental principles of table arrangement and layout.

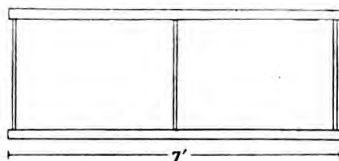
There is a whole lot more to the use of a display table than simply throwing merchandise onto it. But, at that, simply throwing merchandise on the table is a whole lot

PRACTICAL POINTERS ON DISPLAYS

better than hiding it away in bins, drawers and boxes, as is done in the old-fashioned hardware store.

We will discuss these principles in order. While they are presented in relation to table displays yet many of the principles can be applied to any display.

The table.—In a previous chapter we said that the display table should be seven feet in length, from 31 to 34 inches in width and from 32 to 35 inches high.

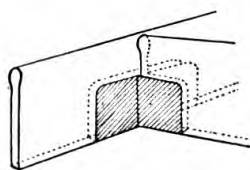


Every table should have a rub rail two inches high above the table top around the outside of the table.

This rub rail prevents merchandise from falling out of the outside compartments and also sets off the displays.

If the rub rail extends more than 2 inches in height over the table top it obstructs the view and tends to hide the merchandise displayed on the table. We must always aim to arrange our displays so that our customers, in whatever direction they look, do not see fixtures and boards but merchandise in so far as possible.

Bulb edge glass dividers.—Generally the top of a table must be divided into compartments or sections for display-



USE BULB EDGE GLASS DIVIDERS

ing and setting off the different kinds of merchandise. Bulb edge glass dividers have been found to be most prac-

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tical for all around purposes. Bulb edge glass is strong, easy to handle, and inexpensive. Plate glass can also be used.

Here again the dividers must not be too high, for that would make the bins so deep that the merchandise cannot readily be seen. For most merchandise the 2-inch height of glass is best.

The glass dividers are sometimes held in place by specially designed clips, particularly useful when displaying bulky items. Wooden blocks or fillers of the exact size of the compartment will serve to hold the dividers in place most effectively when displaying small or medium sized items. When wooden blocks or fillers are used the glass dividers should be 3 inches high, so as to extend 2 inches above the fillers.

Care should always be taken, however, so that the merchandise projects well above the top of the dividers, for even glass tends to hide and cut off the view.

Wooden dividers should as a rule not be used because the merchandise displayed behind them cannot be seen, and they tend to make the whole table top look dead. Trays are no longer used in the better type of stores on table tops, except possibly for very small compartments or for small articles such as screws and screw hooks.

Table covering.—The top of the table should be covered with a light colored covering. After a great deal of

80 LB. WHITE GLOSS PAPER REFLECTS 80% OF LIGHT

experimentation, most merchandising men are agreed that 80 lb. white gloss paper is the most all around satisfactory table covering. It shows up merchandise well, reflects

PRACTICAL POINTERS ON DISPLAYS

80% of the light, and harmonizes with most products.

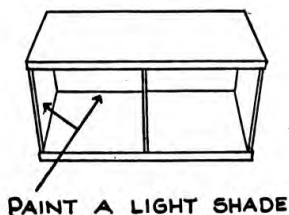
In the past, red, black and green have been used extensively, but these colors tend to give a gloomy and dead effect to the display and most of the variety and department stores that formerly standardized on black, red or green covers are changing to white or one of the lighter shades. Orange can sometimes be used to good advantage.

A light shade also gives a clean cheerful atmosphere much desired in the hardware store.

This paper can generally be purchased from a local printer cut into standard sizes to fit the various compartments. It is a good practice to place three sheets in the bottom of each compartment. When the first sheet is soiled it can be turned over. When both sides are soiled it is pulled out, and the remaining two sheets are similarly used in turn, at a considerable saving of time.

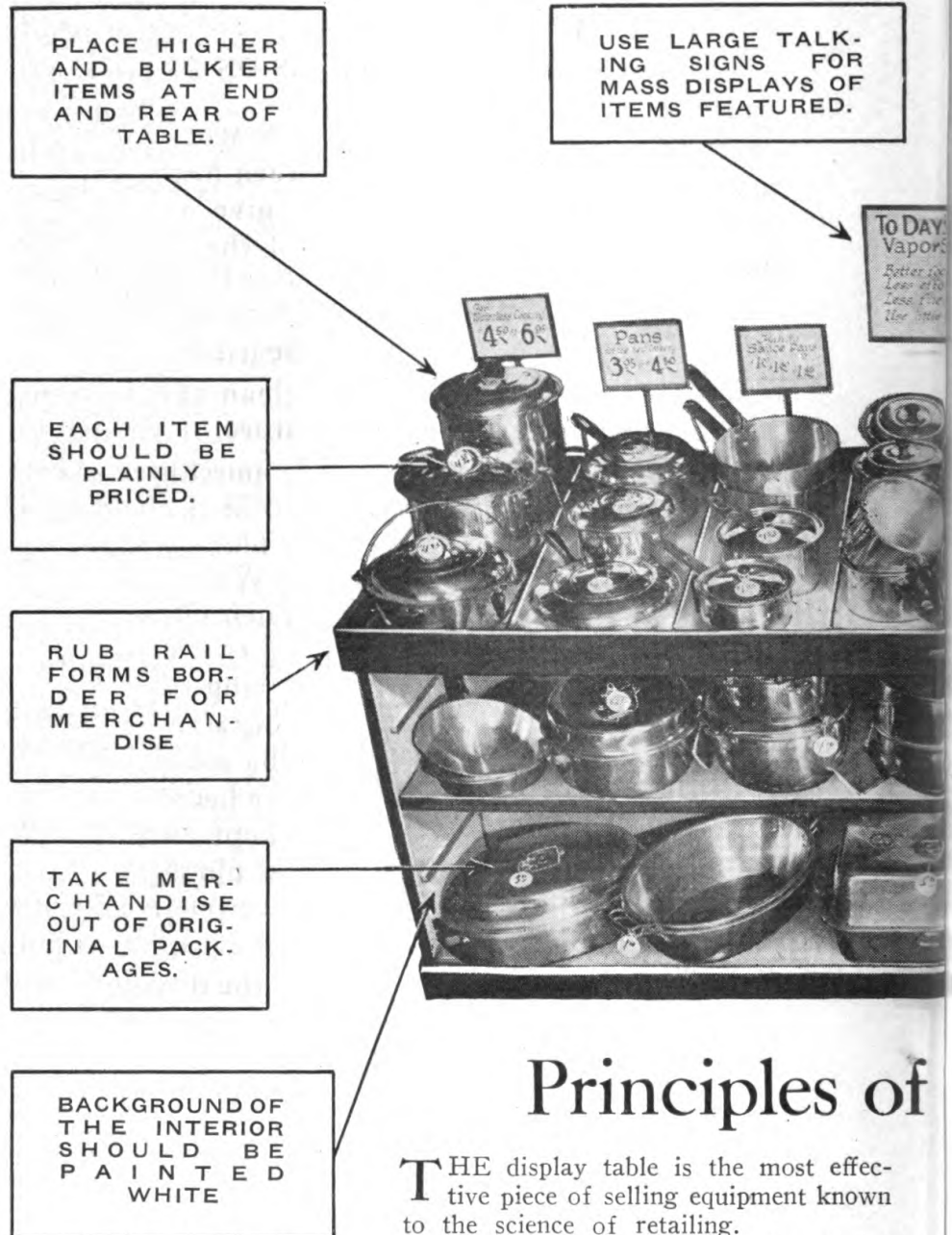
Ordinary window glass with one side painted white can also be used in the bottom of the compartments. If the white side is turned down it never becomes scratched and the compartment can easily be kept clean. Some of the chain stores use vitralite glass—ordinary glass with white color worked into it—for the same purpose.

Background a light shade.—The background of the display table under the top, used for the display of bulky merchandise, should be painted in a light color, preferably white.



At best, the lower side of the table is none too good for display purposes, and unless we see to it that the merchandise displayed therein is surrounded with the best possible

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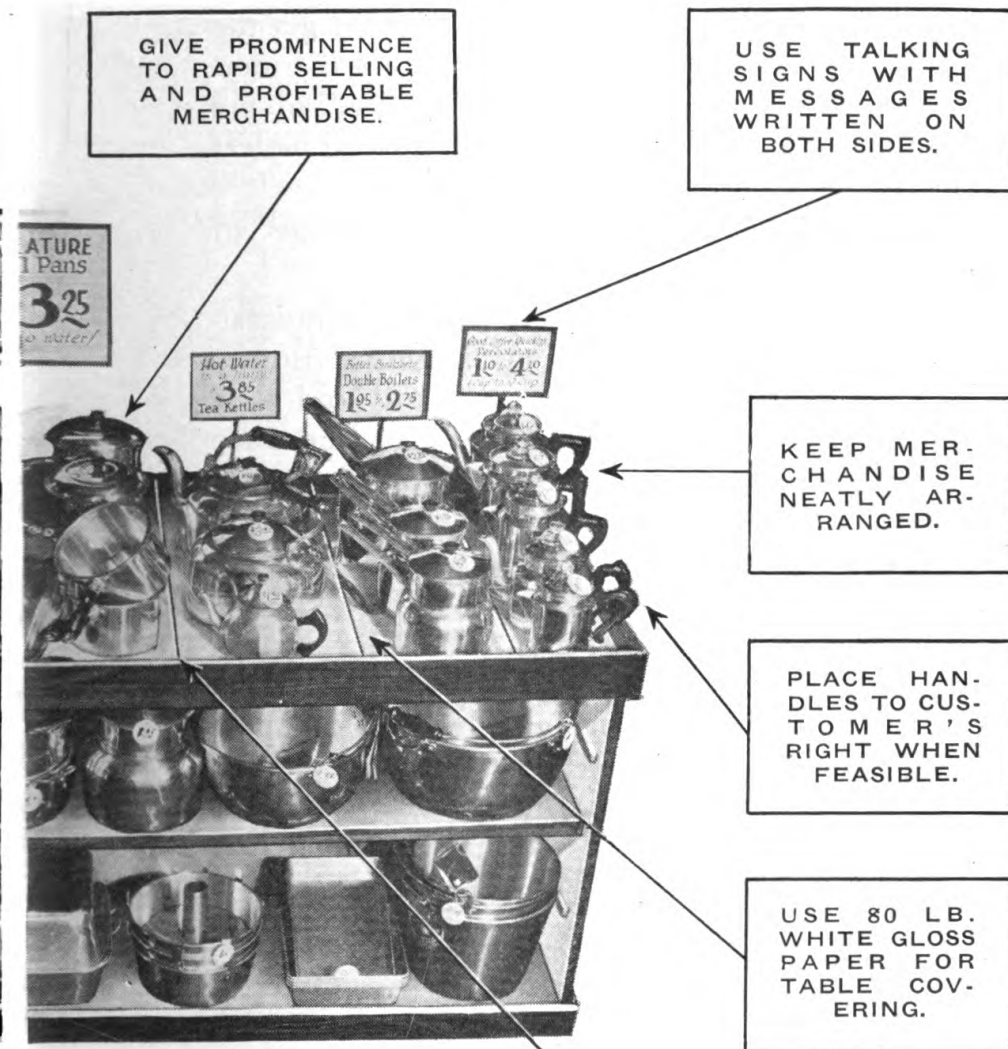


Principles of

THE display table is the most effective piece of selling equipment known to the science of retailing.

Display tables are particularly adapted for the sale of popular merchandise, that is, merchandise of wide demand or sales appeal. They lend themselves well to seasonable merchandise or special lines a dealer may wish to stress.

PRACTICAL POINTERS ON DISPLAYS



GIVE PROMINENCE
TO RAPID SELLING
AND PROFITABLE
MERCHANDISE.

USE TALKING
SIGNS WITH
MESS AGES
WRITTEN ON
BOTH SIDES.

KEEP MER-
CHANDISE
NEATLY AR-
RANGED.

PLACE HAN-
DLES TO CUS-
TOMER'S
RIGHT WHEN
FEASIBLE.

USE 80 LB.
WHITE GLOSS
PAPER FOR
TABLE COV-
ERING.

USE GLASS DI-
VIDERS TO MAKE
COMPARTMENTS
AND TO SET OFF
MERCHANDISE.

Table Display

To get the most out of the display tables, they must be changed frequently. The key or best selling tables should be changed every week and others as frequently as practicable.

Frequent change of tables gives a freshness and interest to the store that makes people stop to look—and often buy.

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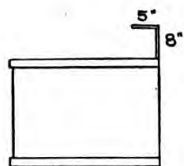
light and shows up in the best manner, we do not get the most out of that space. With a light background the merchandise displayed will show off to much better advantage. The edge of the uprights and shelves should be left in their regular finish so as to form a contrast.

A *return glass* can be used to prevent pilferage of articles of small bulk but high unit value.

A chain variety store recently conducted some interesting experiments on the pilferage of jewelry in relation to its sale. It found when no precautions of any kind were taken, pilferage amounted to 17% of sales. But when the same jewelry was placed under glass (in showcases) sales dropped 70%. It found that if a return glass was erected it could control pilferage, and prevent it entirely, if the glass was made 17 inches high.

But the high glass also interfered with sales—for it found that every inch the glass was raised, sales fell off approximately 1%. So a compromise by way of an 8-inch return glass was settled on, for that height did not put much of a barrier between the customer and the merchandise, yet prevented most of the pilferage.

The hardware store, too, can now and then erect a perpendicular or return glass to prevent pilfering of certain items.



THE RETURN GLASS
PREVENTS PILFERING

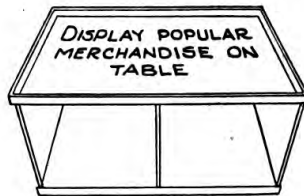
Another good practice is to cut an ordinary piece of window glass the size of a compartment and lay it over such merchandise as golf balls or similar small items of high value to prevent pilferage. A corner can be cut off the glass for a finger hold.

PRACTICAL POINTERS ON DISPLAYS

Popular merchandise.—The display table is best suited for the sale of popular merchandise. Variety stores display practically everything they sell on tables, but that cannot be done in the hardware store because of the large number of items handled, and because some lines are not adapted to table selling.

The display table should then be used for the sale of what might be called popular merchandise—merchandise with a wide sales appeal—that moves rapidly—that is in wide demand.

A strictly demand item, as, for example, a repair part or a highly specialized tool used only by certain me-



chanics, does not lend itself to table displays because no matter how often it is seen the average man or woman will have no use for it.

But in the case of say an electric lamp or a paring knife, most every man can use an extra lamp or two and may buy one just when and because he sees it, while the housewife, if she does not need a paring knife at the time she sees it, is apt to remember that store when she again needs a new one.

Feature best selling profitable numbers.—Confine table displays of a line to the best selling numbers. If in your business you find it necessary to handle a wide variety of a given line, it is generally impossible to display the full line prominently. The popular numbers or rapid sellers should be displayed on the tables and the rest of the numbers kept in the regular stock on the shelving or sampled on display panels. The best selling profitable items of

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a general use can be displayed in four or five different places in a store.



In most lines of merchandise 80% of the volume is done in 20% of the variety. Because the amount of table display space is limited, care must be taken to use it to display goods with wide sales possibilities.

One of the chain stores recently made a change in its policy. It found, after totaling the sizes, finishes and kinds of screw drivers, that it carried 26 numbers on its display tables. After careful study they cut the variety to 6 of the most rapid sellers, and these six took care of all of their wants without a decrease in the sales volume.

This reduction enabled them to simplify their buying, buy in larger quantities, and always have in stock the numbers carried. It also saved the selling time of the clerks. This same chain carries only the $\frac{5}{8}$ -inch size of fuller ball.

While a hardware dealer cannot go as far as that, yet he can at least see to it that his display space is used to sell the popular and rapid movers—goods that have wide sales possibilities.

Quality merchandise should be placed on the same table or display as bargain merchandise.—For example, suppose you have a "special" at 59 cents. While the 59¢ article may be only a "special" yet in the same display it is desirable to show your regular items of that line, even though priced at regular prices, say from 80¢ to \$1.00. A "special" or strictly "price" or competitive article when

PRACTICAL POINTERS ON DISPLAYS

displayed with quality goods, regularly priced, helps sell the regular line.

Even high priced and high quality articles, as, for example, electric drills selling as high as \$125 can be sold from an open display. A few small items of high unit value can not be placed on open display.

Give a product display commensurate with what it earns.—Every hardware stock has rapid and slow movers, high and low margin merchandise. Often rapid selling items carry a low margin, and high margin goods often sell slowly.

Little is gained by giving prominent display to a slow moving article, for the profit in the course of time will be wanting.



In selecting the best items to display you must give consideration to both margin (gross profit) and turnover.

It is a good plan to work out a rating for the profit possibilities of different items. That can be done by multiplying the margin (gross profit) by the yearly rate of turnover. For instance, an item with a margin of 30% that turns five times a year makes a 150 point item. An item that has a 60% margin and turns $7\frac{1}{2}$ times is a 450 point item. This 450 point item deserves three times as much space or three times as valuable space as the 150 point item. It may also be placed on several different tables.

Items rating 150 points on this basis or more are generally called "star" items and can well be featured in mass displays.

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Feature seasonable merchandise.—There are many seasonable items in the hardware stock. For that reason

SEEDS				GARDEN SUPPLIES

FEATURE SEASONABLE MERCHANDISE

the key displays and tables must constantly be changed—featuring when possible seasonable goods.

By changing displays in accordance with the seasons, the hardware store is given a freshness, a newness, which goes a long way in making the store stand out as a live institution.

What to feature.—There are several factors that must be considered in picking out items to be featured in displays.

For example, if the dealer has 5, 10 and 25c store competition, he can well afford to put most of the emphasis on those items of higher price level and better quality than handled by the 5, 10 and 25c store, although he must give some space to the chain store items.

Then, again, a dealer may have the exclusive agency of a line. He may, in that event, want to give it some of his best display space.

He must also keep in mind the character of his trade, the days of the week, whether there is a holiday approaching, and other factors.

Some stores have a large farmer trade on Saturdays, so it may pay to arrange the key tables on Saturdays with items that appeal especially to farmers.

In some stores men customers are most numerous on Mondays so the product that particularly appeals to men should be featured on Monday. Women do more shopping on Thursdays and Fridays, so women's "specials"

PRACTICAL POINTERS ON DISPLAYS

can best be offered on those days. It is generally admitted that women buy in advance of their needs, while men do not buy until they actually need an item. A woman will buy on Thursday or Friday what she needs the following week, but the man will wait until Monday to make that purchase.

* * *

Next, let's consider some of the points of building a display—or the physical considerations of a table display.

There are as many ways of building a table as there are different people. But here again there has been considerable experience and certain well defined principles are outstanding—the principle ones of which are discussed in the following paragraphs.

Display associated lines.—Most stores have a number of tables. Of course, the more tables a store has, the more specialized its displays can be.

LACQUER	ENAMEL	VARNISH STAIN
PAINT BRUSHES	STEEL WOOL	PAINT SUPPLIES

GROUP ASSOCIATED PRODUCTS

But it is not a good policy to mix up lines too much. In general, a table should display associated or companion items. For example, on a paint table not only should several popular paints and varnishes be displayed, but brushes, steel wool, wire brushes, wall paper cleaner and other associated items as well.

We must always have an eye to increasing sales. A customer comes into a store for one or two items. The trick is to sell one or two additional items. It costs money to get people into our store and it is said if a customer buys less than a dollar's worth the chances are we have made little or no profit.

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The right kind of display will increase the unit of sale.

Simple displays.—Put in plain simple displays that suggest quantity and motion. There should be nothing that suggests exclusiveness. Neither should displays look static or fixed—but they should have life.



DISPLAYS SHOULD SUGGEST MOTION

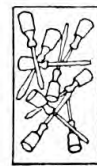
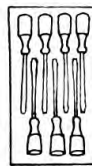
Displays should be simple because the mind's eye cannot encompass a conglomerate mass of pots, screw drivers and alarm clocks in the same display.

Displays should not be made so exclusive or mathematical that customers are afraid to handle the merchandise for fear of spoiling the display.

An irregular display represents more motion and activity than a regular display, say like a pyramid.

Tricky displays that fall over when handled should not be used.

Keep displays neat and orderly.—Don't just throw merchandise into each compartment.



CORRECT INCORRECT

DISPLAYS SHOULD BE NEAT AND ORDERLY

As a rule items can be arranged orderly. Lengthy products, as a rule, should extend from the front back, rather than crosswise. Where bulky items are displayed in rows as, for example, coffee pots, the rows should

PRACTICAL POINTERS ON DISPLAYS

always run from the front to the rear rather than cross-wise.

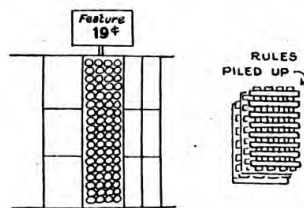
There are notable exceptions, however, to orderliness. If you want to put on a sale of spring mouse traps, you will get over the idea of quantity and price and bargain if you simply throw a large pile helter-skelter on a display table. That suggests "special," low price and movement to the customer.

We all remember the barrel of peanuts half spilled in the display window—and the effect it leaves. Some department stores go so far as to disarrange their feature displays at 2 o'clock in the afternoon, if the customers have not disarranged them, so as to give the impression of movement and sales.

Someone once said a display should reflect disorderly orderliness—that is, have the appearance of being well kept and orderly—but at the same time, show action, movement and sales.

Make frequent use of mass display.—By mass display we mean a quantity display of a product, using larger or dominating space on a table.

A mass display concentrates attention on a product. Obviously then, the product selected should be a popular



USE MASS DISPLAYS FREQUENTLY

one, one of wide sales appeal, or an item of good margin, and high rate of turnover. Sometimes a mass display is used to emphasize a low price to create the impression that everything on the table is low priced.

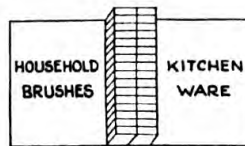
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A mass display generally creates the impression that the merchandise is low priced. Chain stores use mass displays in their windows to give that impression. If you do not want merchandise to appear low priced do not use mass display.

There should be at least one mass display on each table. If two are desired one can be placed on each end. The items should generally have an odd figure price.

Mass displays can also be used to attract customers from one island to another. Many stores promote customer circulation by the skillful use of mass displays in various parts of the store.

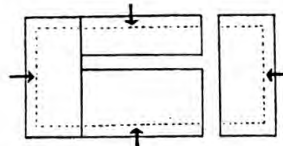
Separate different lines with a mass display.—Now and then it is necessary to display different lines on the same table. It may be a far jump from kitchenware at one



SEPARATE DIFFERENT LINES
WITH A MASS DISPLAY

end of the table to household brushes on the other. The jump will be made less abrupt if a mass display is placed in the center of the table separating the two lines.

Outer space.—The outer one foot of a table is generally most productive from the standpoint of sales.



THE OUTER FOOT MOST PRODUCTIVE

Often you can give the favorite article or the more profitable seller the outer space on the table. Some stores use the outer space for star items.

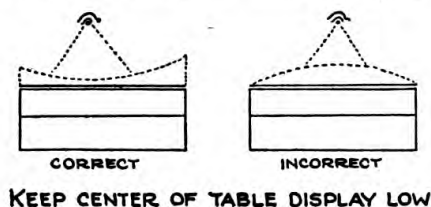
PRACTICAL POINTERS ON DISPLAYS

Likewise, the outer one foot is also subject to more pilferage, so that fact must always be kept in mind too.

Small and large items of a similar use and variety can be displayed on the same table by making compartments for the small items at the front of the table and displaying the larger items immediately at the rear of the compartments.

For example, paint brushes, steel wool and sand paper can be displayed in small compartments at the front of a table and paints at the rear. Paring knives, jar rings, sealing wax and other canning accessories can be displayed in compartments immediately in front of preserving kettles.

Keep front and center low.—Merchandise that stands high, or merchandise that is unusually large and bulky



should be placed at either end and the rear of the table display. The display should slope gradually toward the center of the table and forward and as a rule the front and center should be the lowest part.

A mass or feature display sometimes disturbs this order.

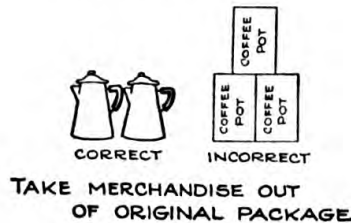
Take out of original packages.—Insofar as possible, it is best to take merchandise out of the original packages when used on a display table.

We must remember that what attracts people is merchandise, but when it is displayed in the package it is largely hidden.

Experience shows that sales generally increase when merchandise is taken out of the package.

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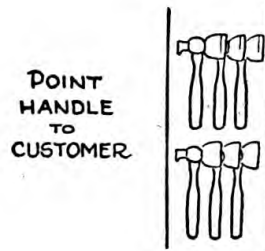
Occasionally, in the case of a very rapid seller, it is well to display merchandise both in and out of the pack-



age so that a customer can pick up and take along the article already packed, after having bought from the regular loose display.

Make it easy to handle merchandise.—We all know that if we get an item into the customer's hand the sale is half made.

For that reason, wherever space permits the handle of an article should be placed toward the customer. As most people are right handed the handles on such items as kitchen utensils should point toward the right hand of the customer, thus making a right-handed display. That arrangement invites a customer to pick up and handle the item.



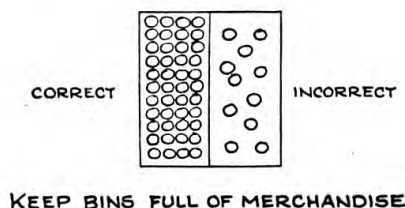
This rule should not be followed to the extent that long handles project into the aisle.

Raise to emphasize.—If you wish to emphasize a particular item above others on the table, it can be done by raising it above the level of other merchandise.

PRACTICAL POINTERS ON DISPLAYS

A feature item is often displayed in this manner, especially if the item is small and it would take considerable stock to make a large display.

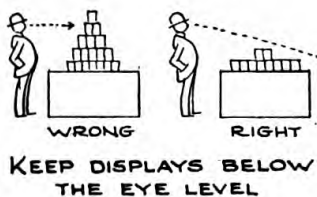
Keep bins full.—The bins of a display table should be kept full of merchandise.



If a bin or compartment is nearly empty you first of all lose the use of the space, but worse still it creates the impression that you are short of stock.

One of the advantages of the display table is that it helps keep up the stock, for one can tell at a glance what items are low.

Keep displays low.—Care must be taken not to build table displays too high. They should not be higher than the eye level, and that height only on an occasional mass display.



If too high, a view of other tables or wall space is shut off and the whole store is given a crowded appearance.

Price all merchandise.—Every item or compartment should be plainly priced. Merchandise attracts the eye but a price mark creates the interest that causes the customer to pick up and examine the article.

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There is no longer any question as to whether merchandise should be priced. The following experiment was recently made. First, a table was arranged without prices and the sales results carefully checked. Then the same merchandise and same display was plainly priced with the following results: 60% more people looked at the display; 13% more time was spent by those who stopped; 167% more reference was made to the display; 86% more sales resulted.

To be sure, the items featured were articles of wide popular appeal.

Leaders.—Whether or not a store should use leaders in attracting trade is a matter of policy that must be decided by the management. Many stores, however, do use leaders.



A cut price has its greatest value on merchandise with which the consumer is acquainted, or merchandise on which the consumer knows the retail price. When an article is cut below cost it is called a loss leader. These leaders can be displayed and priced in such a manner that the customer is led to believe that all other merchandise in the store is similarly low in price.

"Sale" or "special" on a sign implies that the price is only temporary,—a day or a week. By using the word "feature" or "leader" on a talking sign you create the impression that the low price mentioned is not a temporary affair, but is the regular price and you are simply giving it temporary prominence.

More and more stores are getting away from offering

PRACTICAL POINTERS ON DISPLAYS

cut prices on rapid sellers. They frequently offer the low price on the second or third best seller. For example, the chain variety stores often offer a special on folding rules. The six foot rule is the best seller. The four foot rule is the next best selling number. For that reason a chain frequently makes a mass display of four foot rules with a special price. Many customers will be attracted by this display, but instead of buying a four foot rule, they will buy the six foot, which is priced at the regular price. The special price on the four foot rule creates the impression that the six foot rule is also a good value.

In this manner a low price on a comparatively slow seller can sometimes stimulate sales of a whole line.

Use numerous talking signs.—A talking sign is one that has a few pithy words or phrases on it in addition to the price mark. These talking signs are used in a price card stand or holder at the rear of the display.

Much emphasis has been placed by department and chain stores on these "value creating signs." A dealer then can well afford to spend considerable time in working out his signs describing and pricing the important article. Messages should be placed on both sides of the signs.



Of course, the retail price must be given on the talking sign. In case of a mass display it is generally best to use an odd figure price.

A standard large size stand for mass displays is one that accommodates an 11 x 14 inch talking sign. The

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balance of the stands on the table should accommodate a $5\frac{1}{4} \times 7$ inch talking sign. Occasionally a 7×11 inch sign can be used.

Use some odd cent prices.—On items priced up to a dollar, some use should be made of odd cent prices. On items over a dollar odd cent prices can be used less frequently.

Frequently it is difficult to ascertain at which price an article sells best. An article may sell better at 98c than



85c. Careful experiment is sometimes necessary to establish the price that attracts the most buyers.

A department store recently sold unpainted kitchen chairs at \$1.59 each. They were advertised in the newspapers and the store sold an average of from 40 to 50 chairs a day. Then the price was reduced to \$1.49 and as a result sales increased to from 400 to 500 a day.

Apparently the \$1.50 mark was the boundary line between large demand and insignificant demand in the mind of the consumer. So it is with many items. There is generally a boundary line above which merchandise will not sell rapidly.

Use quantity prices.—Whenever possible mark merchandise in groups or quantities of three, six or a dozen, instead of in units. For instance, if a sign reads "Tumblers 12 for 60c" instead of "5c each" many people will buy 12 who might otherwise buy three or four.

Twenty five cents is a very popular combination price. It is sometimes called a "quick spending unit." For that reason you can sometimes sell more fuse plugs priced 5

PRACTICAL POINTERS ON DISPLAYS

for 25c than 5c each, for every home owner can use extra plugs.

Merchandise can also be made up in combinations or sets. For instance, a price may include both a can of



paint and a brush. Or a razor, a shaving brush, extra blades, shaving cream and a stropper might be priced as a complete set. Dishes can be made up in sets as well as priced individually. Kitchen utensils, pots and pans can be made up in complete sets to tempt the bride.

Change displays regularly.—Displays on key tables should be changed at least every week. Mass displays on all tables should be changed at least every week. The variety stores change their feature displays every 24 or 48 hours and frequently during a special sale they change as often as every three hours. Of course, the frequency with which displays should be changed depends upon the number of customers coming into the store and the rapidity with which the particular items sell.

Men as well as women like change. Displays should never be allowed to become monotonous or the customer will get out of the habit of looking about. When customers learn too well where items are located in the store, they walk directly to that item and the store circulation falls off.

If items are moved about to other locations, the customer in looking over the table to find a particular item will notice others which he may need, and make an additional purchase. That is one reason why department stores and variety stores as well as progressive hardware

THE MODERN HARDWARE STORE

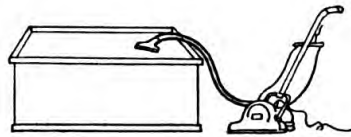
stores are constantly keeping their departments and tables changing, and moving about the store.

It is not necessary to take all of the merchandise off the table every time a change is made. The rotation of articles on the same table sometimes produces a similar effect although not so pronounced.

Displays should be changed on every table at least once a month. Wherever possible change location of departments every few months.

Clean tables regularly.—Have a definite program of cleaning a certain number of tables every day.

A vacuum cleaner equipped with a nozzle cleaning attachment can be used to suck the dust out of displays of small goods, where it would take too much work to remove the merchandise. Small hand vacuum cleaners, especially when equipped with brush bristles, are sometimes used with success.



CLEAN TABLES REGULARLY

When displays on tables are changed a cloth can be used to clean the top of the table. After the white gloss paper has become soiled it can be turned over or replaced with a new sheet.

Many dealers employ a girl whose sole job is to keep the displays clean, and frequently she sells enough additional merchandise to pay her way.

VII

HOW TO MAKE TABLE DISPLAYS

DISPLAY tables are rapidly coming to the front for the display and sale of merchandise.

They are now being widely used in stores of all kinds—in dry goods, variety, department, grocery and progressive hardware stores—and have been found to be the most effective units of all-around selling equipment known to the science of retailing.

In a general way merchandise to be displayed on tables can be divided into two classes: (1) small wares, as for example, kitchen cutlery, (2) the larger or bulky items as typified by hollow ware. Then too, merchandise differs as to its use, sales possibilities, nature and adaptability to display.

First let us discuss step by step the mechanics of table layout as applied to bulky merchandise.

Step 1. The first step in laying out our table of bulky merchandise consists of selecting the merchandise we wish to display. We should select only popular merchandise of a wide sales appeal, and if possible, merchandise that also yields a good margin of profit.

Previously we said a strictly demand item, as for example a repair part, or a specialized kind of paint used only by painters, does not lend itself to table displays, because no matter how often it is seen, the average man or woman will have no use for it.

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But in the case of, say, a percolator or brushing lacquer, almost every man and woman is a prospect. If our customers do not need brushing lacquer or a percolator at the particular moment they see the display, they are apt to remember the store in which they saw them, when sooner or later they are ready to buy. So let us select for the display tables popular merchandise of wide sales appeal.

Step 2. In arranging a table of bulky merchandise we must next cover the entire table top with a light colored covering—preferably 80-pound white gloss paper. This gloss paper forms an excellent background and shows up the merchandise to advantage, because of the fact that it reflects 80% of the light.

Step 3. Previously we said that every table should have a mass display. In the third step we must then decide which of the items that we have selected for the table is to be used for our mass display, and whether we shall have one or two mass displays on our table.

As a mass display concentrates attention on a particular article, the one selected should either be a popular one, and a good profit producer, or an item which we may want to use to emphasize low prices. A mass display can be placed anywhere on the table, but in general if the item used to make it is large and bulky it should be placed at either end, or in the case of two mass displays at both ends. If our mass display is made up of small items, it would more likely be placed in the center of the table, for one of our principles states that if possible we should keep the center of the table low.

Step 4. After the mass display or displays are completed, we proceed to build displays of the remaining items, one after another. First we separate the various items and displays with bulb edge glass, making a neat compartment for each class of merchandise.

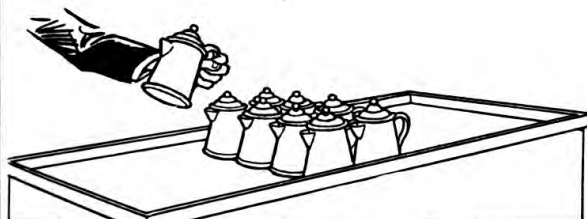
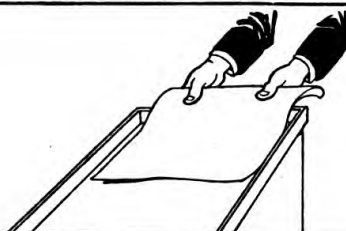
HOW TO MAKE TABLE DISPLAYS

How to Arrange a Table of Bulky Items



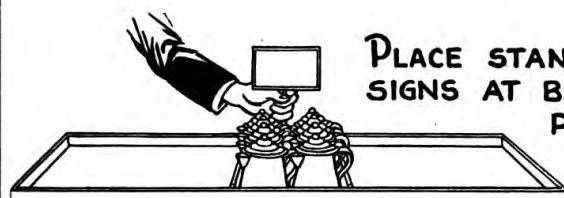
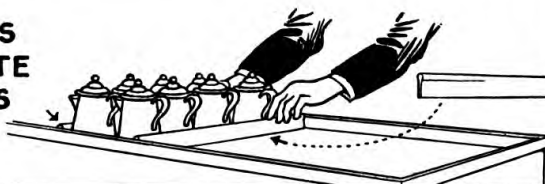
**SELECT MERCHANDISE
FROM STOCK**

**PLACE WHITE GLOSS
PAPER ON TABLE**



**MAKE MASS
DISPLAY OF THE
ITEM TO BE
FEATURED**

**USE BULB EDGE GLASS
DIVIDERS TO SEPARATE
DIFFERENT PRODUCTS**

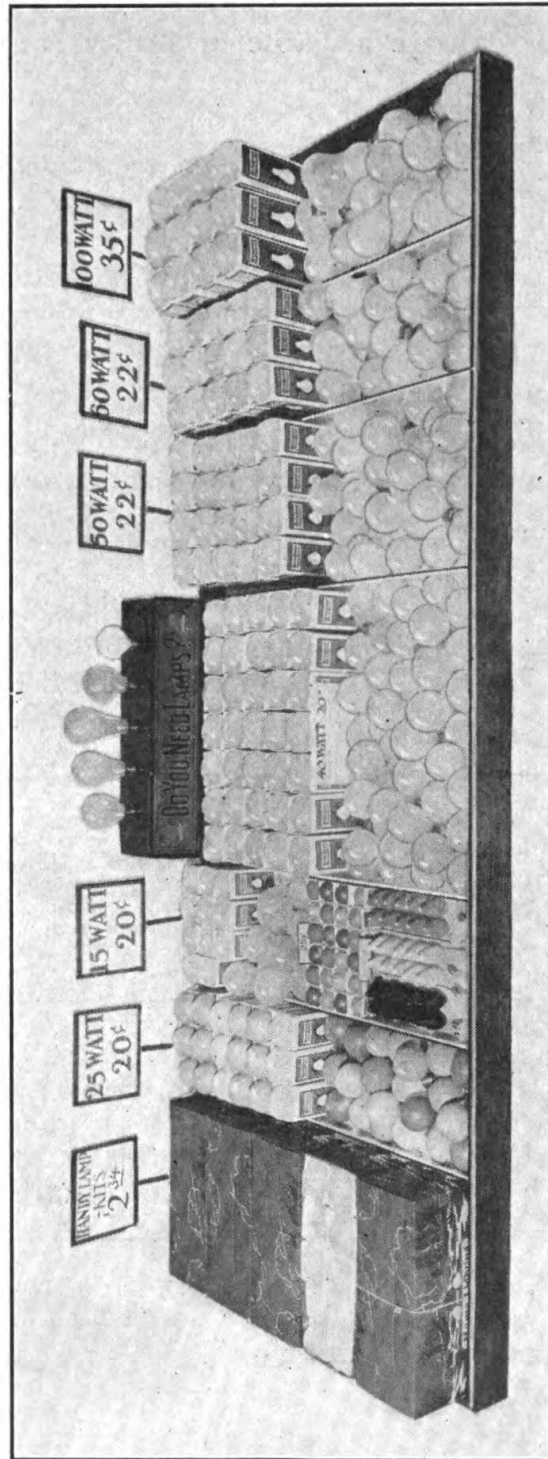


**PLACE STANDS FOR TALKING
SIGNS AT BACK OF EACH COM-
PARTMENT AT REAR
OF TABLE**

**THE TALKING SIGN SHOULD HAVE
A SELLING MESSAGE AND PRICE**



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The display table is best adapted to the sale of merchandise of wide popular demand. There is hardly a customer but who can use some of the items on this display—and it is the reminder, in most cases, that makes the sale

HOW TO MAKE TABLE DISPLAYS

After the table top is complete, we place other allied merchandise, usually bulkier items, in the space under the table top.

Step 5. After our merchandise is completely laid out on the table we next place price-card stands at the rear of each compartment, at the back of the table. A price card stand holding an 11 inch by 14 inch talking sign is one of the most practical sizes for mass displays, and stands holding 5 ½ inch by 7 inch signs are a good size for our regular displays.

Step 6. In our sixth and final step we make out a live message on our talking sign to be placed in each price card stand. In a former chapter we said that a talking sign is made up of a few pithy words or phrases describing a particular item or its use.

The price, of course, is included on each sign. After completion, the signs are slipped into the price card stands, completing our table display.

We have now gone through the successive steps of making a table display for the larger or bulky items. By following this simple procedure any dealer can lay out an effective table display of bulky items in a very short time.

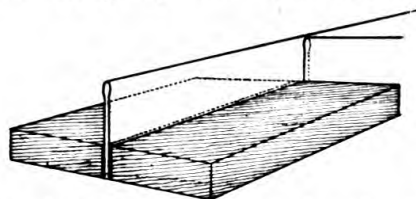
Let us next consider the mechanics of offering small items for sale on the open-top table. We need, first of all, small compartments. The open-top table can best be arranged into small compartments by the use of three-inch bulb edge glass held in place by block fillers one inch thick, cut to the size of the compartment desired. Three-inch glass allows a two-inch projection, or in other words the compartment will be two inches deep. In the case of small items it is not well to have the compartment too deep, for then the merchandise cannot be seen by customers a few feet away from the display.

For large items, as we have demonstrated previously,

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no fillers are necessary; the bulb-edge glass can be held in place by clips.

For the very small items such as screws, it is well to make small tin trays. The size most frequently used is $3\frac{3}{4}$ inches by $2\frac{1}{2}$ inches, or $3\frac{3}{4}$ by $3\frac{3}{4}$ inches. The trays are generally one inch deep. If deeper, the merchandise cannot be seen. A block



Block fillers hold the bulb-edge glass in place and raise the merchandise so it can be better seen. These fillers come in various sizes so as to make compartments to fit all merchandise

filler underneath the trays helps raise them to the level of other displays on the table. A couple of dozen small tin compartments will only take a portion of a table, and house a variety of small items.

VIII

PAINTS AND VARNISHES—HOW TO DISPLAY AND STOCK

FROM the standpoint of profit, paints and varnishes are one of the most important lines in the hardware store. Sales can very easily be promoted. In the modern hardware store, then, great care must be taken to so display paints, varnishes, and allied products and so locate the paint department as to result in the greatest possible sales—and with the minimum of work.

Up until a few years ago paints and varnishes were pretty much of a painter's proposition. With some items of the line that is still the case. But ever since the war the householder—both man and woman—has become a big buyer of certain paints and varnishes.

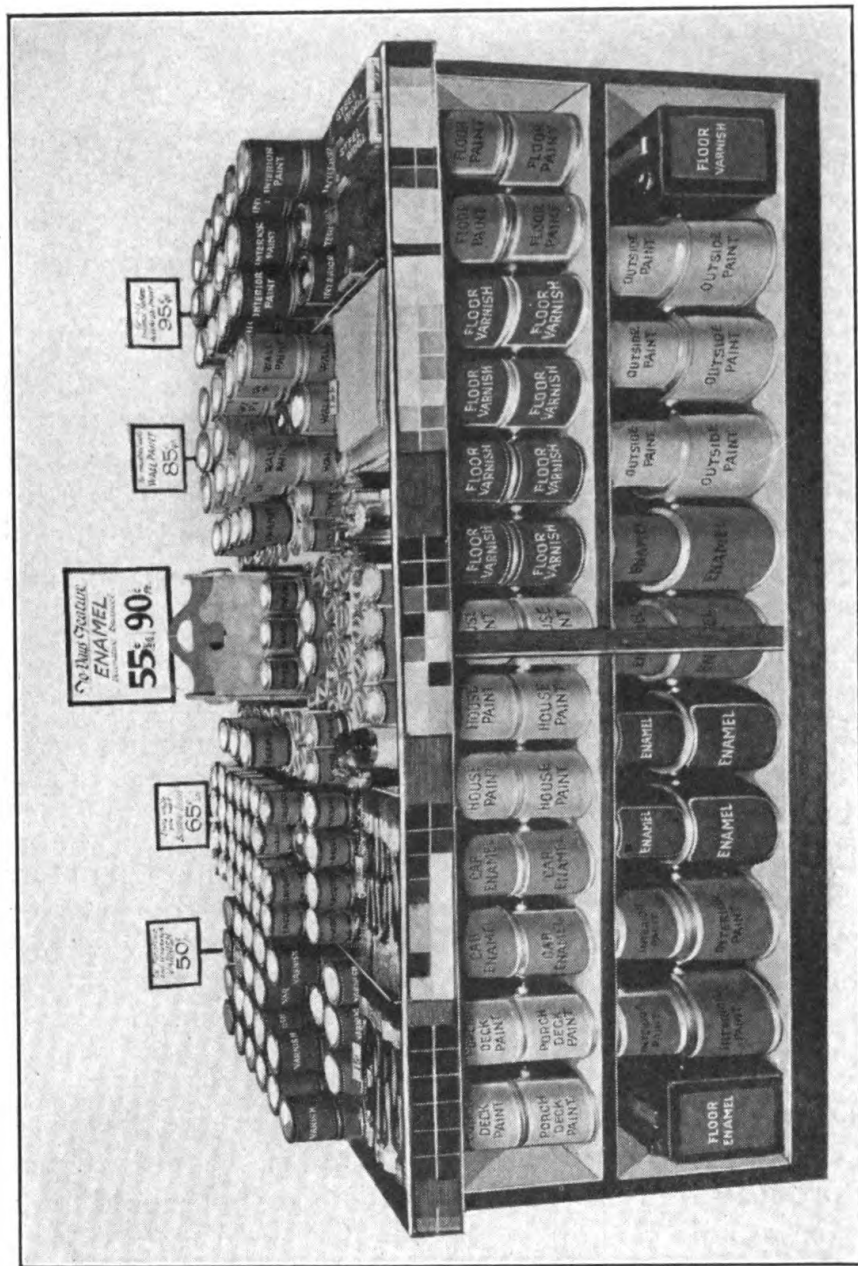
The woman, particularly, has become quite a painter. She buys paints for a wide variety of uses, from lacquer for a chair to wall paint for a new coat of color in her kitchen.

Recent figures show that the woman does 52% of the household painting, and the man does 41%.

Obviously, then, both men and women are frequent and constant buyers of certain paint and varnish items. The products they buy might be called the household lines and are usually bought in the smaller sized cans.

One of the principles of display we previously laid down is to the effect that high-margin (profitable) merchandise with rapid stock turn should get prominent dis-

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Women are the largest single class of household paint buyers. A table of household paints prominently located in the store will make many additional sales

PAINTS AND VARNISHES

play space in a store. We gave you a simple rule for determining "star" items on a point basis—by multiplying the margin (per cent of gross profit on sale price) by the annual turnover. If the result is 150 or over that product earns for itself prominent display space.

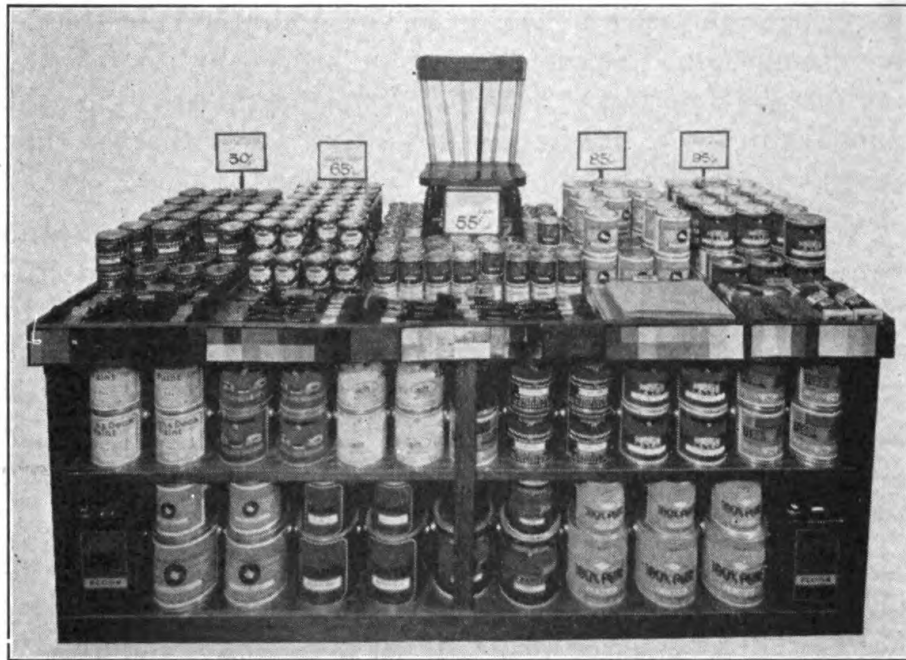
When we apply all of these principles to the paint and varnish line we soon find that household paints and varnishes earn for themselves a prominent display space. In the case of household paints, the margin is there, the stock turns fairly rapidly and the products have a wide sales appeal. For that reason every modern hardware store selling household paints should have one or more paint display tables prominently located in the store.

In many of the old-fashioned stores paint is stuck off in a corner or piled on high shelves. It is so stocked that the householder seldom gets an opportunity of handling and examining household paints. The error the merchant makes is that he does not differentiate between the various paint items—between the fast and slow movers—between the rapid and slow turning stock. The modern store takes the fast moving items out of the line and displays them prominently, for they respond to display—and can be made to sell much more rapidly.

Opposite and on page 96 you will find table displays made up of household paints and varnishes. You will notice each table display is a small paint department in itself. It not only has seasonable household paints and varnishes, in different sizes, but it also has such accessories as brushes, sandpaper, and steel wool. The color card for each paint or varnish is displayed with the article.

Paints and varnishes are somewhat different from most items in a hardware store. The product is put up in a can, and one does not get a clear idea as to its effect when used by examining the can. For that reason a paint table should have some demonstration on it of the use of the

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A partially painted chair or other object will help attract attention to a paint and varnish display and make additional sales

product. There are numerous ways of doing this. In demonstrating brushing lacquer you might show a chair or a shoe half painted and half unpainted. A floor board half painted, half unpainted, is a good way to demonstrate the effect of floor finishes. Such examples are suggestive to the consumer, concentrate attention on your line, promote the sale of paints and definitely tie up the consumer's mind's eye with your store.

Household paints and varnishes, then, should be displayed on a table in the modern hardware store. In many communities we may include other products. In a country store, for example, it may be well to display a small stock of house paint, barn paint or roof paint on a table.

By studying the illustrations and by following these simple principles, any dealer can put in one or more paint tables that will materially increase his sales.

The main stock of paint must, of course, be housed

PAINTS AND VARNISHES

on the side wall shelving. The shelving should, however, be open and accessible to the customer. Where the paint department should be located is, of course, a matter that must be decided on the basis of local conditions. The paint department, however, is one of the most, and in many stores the most, profitable department. It therefore merits a good location. Because of the importance of the line and the profit possibilities it is generally a mistake to house the paint department in the basement or on an upstairs floor. If a store is crowded for room it is better to house a representative though small paint and varnish stock on the main floor and carry the heavy goods and surplus stock in the basement.

Quite frequently, too, a dealer places the paint department in a rear corner away from customer circulation. That is generally a mistake. A safe rule to follow is *never place the paint and varnish department further back than the wrapping counter.*

Should it be necessary, however, to place the paint and varnish department to the rear of the store or in the basement, that is all the more reason why one or more table displays on the main floor should be devoted to seasonable and rapid-selling paint supplies.

IX

KITCHENWARES—HOW TO DISPLAY AND PRICE

UP until a few years ago the average housewife's kitchen was purely a workshop. The housewife took little interest in it or its appearance, and her chief interest was to keep her family and her company out of the kitchen.

But today all is changed.

The intelligent housewife has come to realize that she spends more time in the kitchen than in any other room. Then why not have it an attractive, pleasant, inviting place, she asks.

As a consequence the housewife is replacing her dirty greasy kitchenwares with attractive, sometimes highly colored, efficient wares. She is slicking up and improving the appearance of her kitchen in many ways. And along with the improvement of the kitchen goes the sale of a wide variety of kitchen products—wares that our mothers never dreamed of buying—and all this represents a vast opportunity to the hardware dealer who knows how to take advantage of it.

There are a large number of items in the kitchenware line that are star items, and again we mean by star item an article which, when the margin and turnover are multiplied, makes 150 points or more.

In the old-fashioned hardware store, kitchenware is generally placed on wall shelving and frequently this wall shelving is closed off by a show case, counter, or some

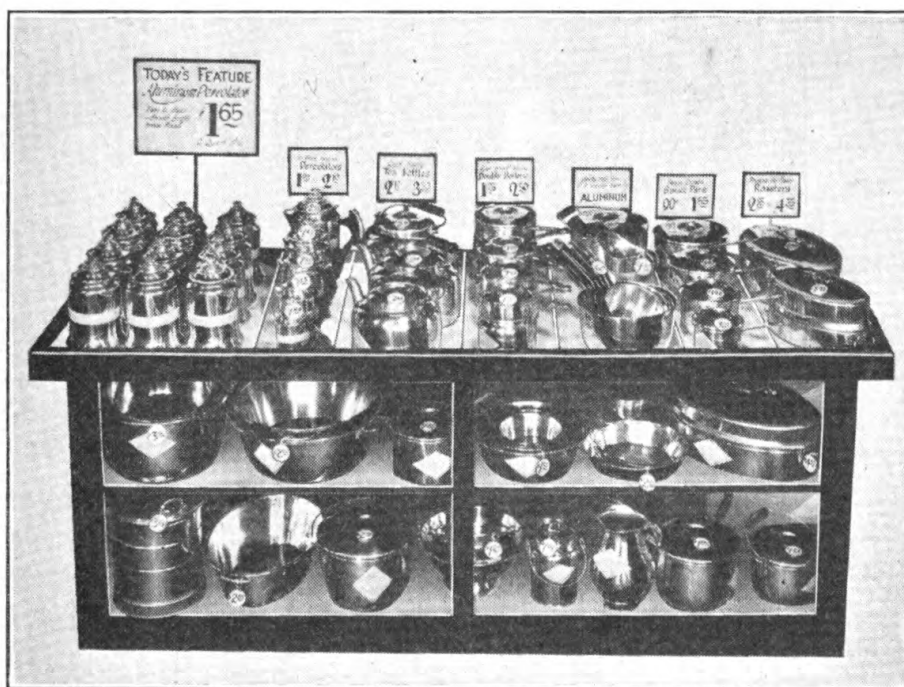
KITCHENWARES

other obstruction. The woman then does not see and handle the wares as she comes into the store from time to time. Obviously also sales in kitchenware are slow in the old-fashioned store.

But the modern store realizes that kitchenwares, especially the better kind, are not strictly demand items. But if women see these fine wares from week to week, are given an opportunity to handle and compare prices, the desire of ownership arises—and they buy.

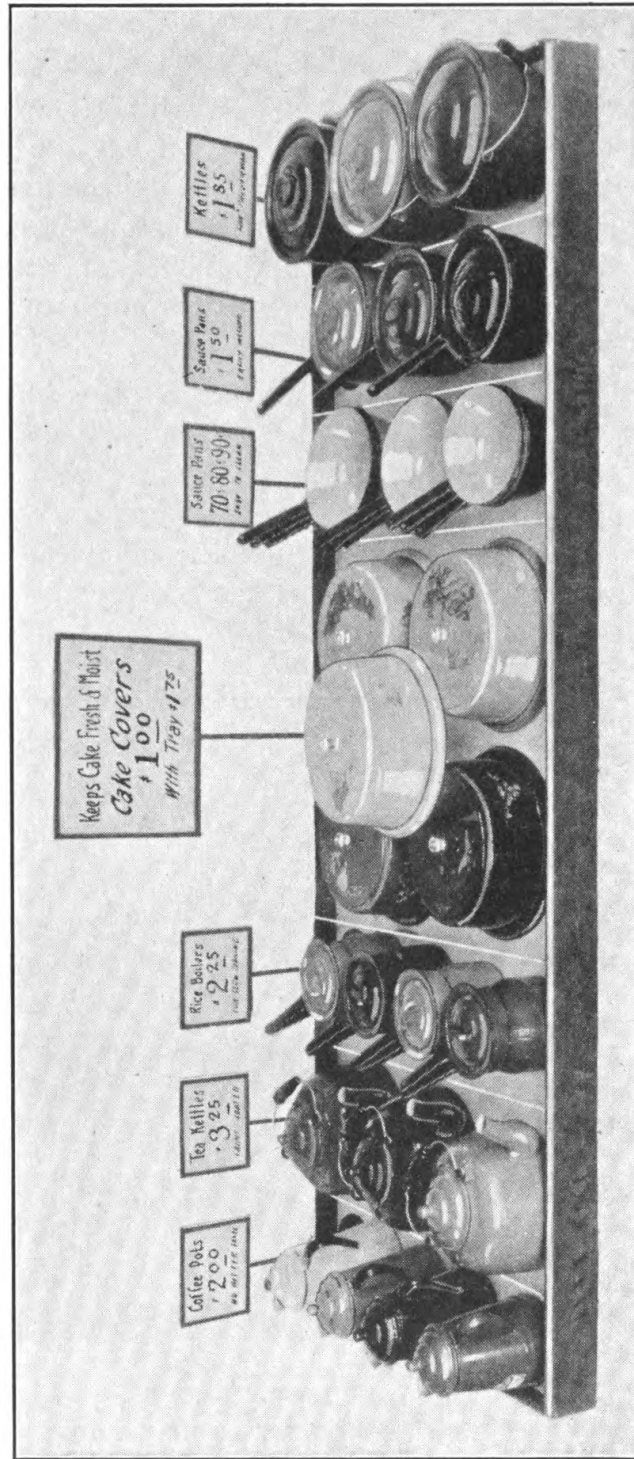
No wonder then that our investigations show when kitchenwares are taken off shelves, and displayed on tables, where women can better see, handle, and examine them, that sales increase materially—sometimes as much as 25% to 50%. Accompanying this article you will find scientifically arranged displays of kitchenwares.

Notice on the table of aluminum ware below the fea-



In this layout percolators, because of their wide sales appeal, have been selected for the mass display. Note that each item is clearly priced—and it is the price mark that causes the interest that results in a sale

THE MODERN HARDWARE STORE



Kitchenware and similar merchandise are displayed on the wall shelving *only* in many hardware stores—often out of the reach of women. By displaying kitchenware on tables too women are able to handle it—and additional sales are made

KITCHENWARES

ture or mass display is at the end of the table. Notice, too, the method of pricing the individual items in each compartment.

In the case of roasters our price on the talking sign is from \$2.35 to \$4.30. But attached to each cover handle is a round price ticket, giving the individual price for each unit.

The matter of properly pricing merchandise of this character is very important.

In many stores, if a customer wants to know the price of one of these bulky items she is obliged to pick it up, turn it round and round and hunt the price. That is all wrong. One of the principles we laid down states that the price mark should be so large and conspicuous that it can be read from a distance of several feet. The price mark is next in importance to showing the merchandise itself.

Careful research shows that one of the most effective methods of pricing merchandise of this character is by the use of the 1½ inch round, white, loose string price ticket. The loose string makes it possible to loop the knob or handle, and attach the ticket close to the knob or handle so it can easily be read from a considerable distance.

We have used the *round* price ticket because it is more attractive than the square one.

We have indicated our retail price with a heavy black crayon on *both sides of the ticket*. By pricing on both sides of the ticket, the ticket can be turned either way, yet the price will always be in plain view. The white background of the ticket makes the black lettering stand out very well.

You will also notice that the cost price is not indicated on this round price ticket. The reason is obvious. The

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Large bulky items can well be displayed in the lower part of the table

cost price is of no concern to the customer. Therefore it is marked in an inconspicuous place on the article itself.

On items such as sauce pans, which are nested, that is, piled inside of one another, there are two methods of pricing. In the case of enameled ware and similar merchandise, round stickers that are $1\frac{1}{2}$ inches in diameter, similar to the round string tickets described above, can be pasted on the inside of the item in a prominent place.

On such products as aluminum ware, where the label will not stick to the metal, the retail price can be indicated in large figures with a heavy black crayon on the inside of the article.

In the case of the enameled ware display table on page 100 you will notice that our pricing is very simple, due to the fact that we placed items of the same price in each compartment, and therefore our talking sign gives the price of every item in the compartment.

X

HOW TO DISPLAY BULKY SPECIALTIES

A FEW months ago a hardware store in the state of Ohio closed its doors. It failed. It will soon be sold at a sheriff's sale.

Yet 15 years ago this store was one of the most successful in the country. It had a good volume of business. It made a fair profit.

It was a store of the average type and carried everything demanded by the community. The owner was a man of character and commanded the respect of his customers.

But gradually things began to change. The sales on some of the old lines fell off. Competition increased. Then the volume began shrinking.

But expenses did not fall with the declining volume. In fact they went up, for rent, wages and other operating expenses increased. Finally profits began shrinking. Then at last they disappeared entirely.

Then came those three terrible years—years of worry—of going into debt—trying to sell out—and finally bankruptcy.

And the pity is that it all could have been avoided.

There was nothing the matter with the town. Nor was it the location, for two doors up the street the cash registers of a progressive hardware store clicked all day long. Most of the trouble was with the store itself—its arrangement, its displays, and the fact that it failed to

THE MODERN HARDWARE STORE

add new lines.

The owner carried what *was demanded*, and little else. Most of his merchandise was stored in boxes, bins and drawers—out of sight. In waiting on customers his clerks had to climb up and down ladders all day long. Long rows of old-fashioned show cases and counters separated customers from merchandise. No wonder sales decreased.

The rapid sellers were scattered throughout the store. There were endless steps involved in waiting on a customer—clerks getting into each other's way, loss of time, confusion—with the result that it took four employees to carry on a business that should have been done by three.

But four clerks didn't matter 15 years ago for wages were low.

But when the squeeze came—when the margin on some items began shrinking—when rent and wages went up—when troublesome competition increased—it was an entirely different story.

If this merchant had been able to change with conditions—if he had changed his methods—rearranged his store—added new lines—promoted his business vigorously—adopted scientific displays—he would be carrying on today—happy, contented and prosperous, instead of spending his declining years a bankrupt.

And so it is with thousands of merchants. Conditions are changing so rapidly that it is hard for them to keep up.

Years ago the hardware store carried only demand merchandise. With some stores that is still the case. But the store today that sells nothing but demand merchandise will never get very far in this stiff battle of competition.

The trouble with the Ohio dealer we referred to was that he did not add new lines as his sales on many of the

BULKY SPECIALTIES

old hardware items, as for example buggy whips, fell off.

To progress and move forward today a merchant must constantly be on the alert for new lines; for profitable specialties to take the place of the old lines that are passing out.

But the sale of profitable specialties must be promoted. If the Ohio dealer had bought a stock of some of the new specialties, the chances are he would not have sold many, for he would have piled them in old-fashioned show cases, in drawers and on shelves—out of reach and out of sight of the customer.

In other words, the old-fashioned store is absolutely inadequate from the standpoint of arrangement to sell the profitable specialties—such specialties as electrical appliances, sporting goods, gift goods, auto accessories, and others.

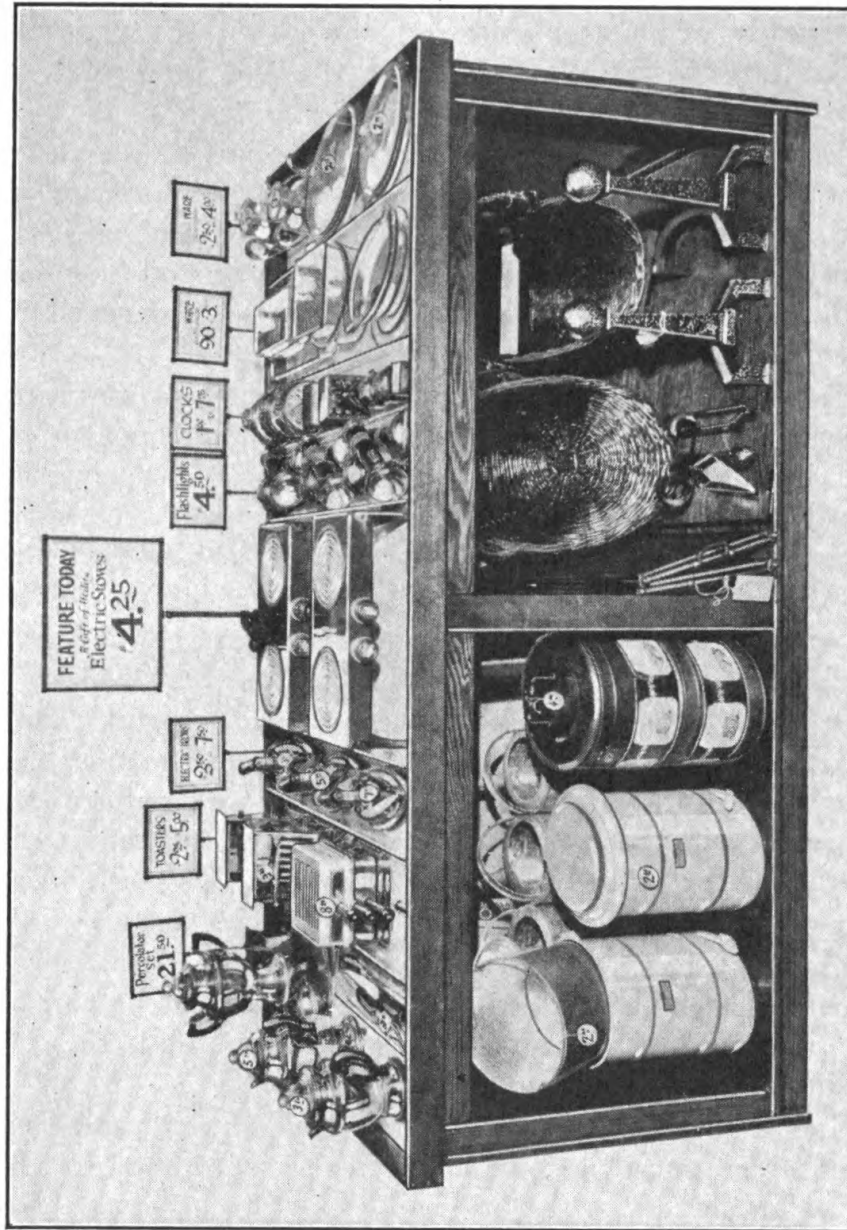
And what a market there is in those specialties! What an opportunity they offer to the aggressive hardware dealer!

Each year people have more money to spend. Each year they have more leisure time to enjoy. Each year they buy more labor saving devices, more refinements, more luxuries, more gifts. So fast are things moving, in fact, that the luxury of yesterday is very often the necessity of today.

And the hardware dealer who keeps in step with the times can get his share of that business. But he can not do it with the old-fashioned methods and the old-fashioned store of even ten years ago.

Let us discuss how best to stock and offer for sale these profitable specialties—with particular reference to electrical appliances, gift goods and sporting goods. These specialties are not demand goods in the sense that nails and bolts are. For that reason the hardware store may have relatively few actual calls for them. But

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In this layout all items are taken out of the original packages. Customers are interested in merchandise, and not in cartons or packages. Associated lines should be grouped on one table. In this layout we have a variety of gift items that will sell well almost every month in the year

BULKY SPECIALTIES

that fact must not be interpreted as lack of sales opportunity.

The problem of their display—of making the consumer conscious of the fact that you handle them and that your store is headquarters for them—is to a considerable extent the key to the situation.

The trick, then, is to so arrange the store that as customers come in and out for one thing and another they see these specialties and often they buy them.

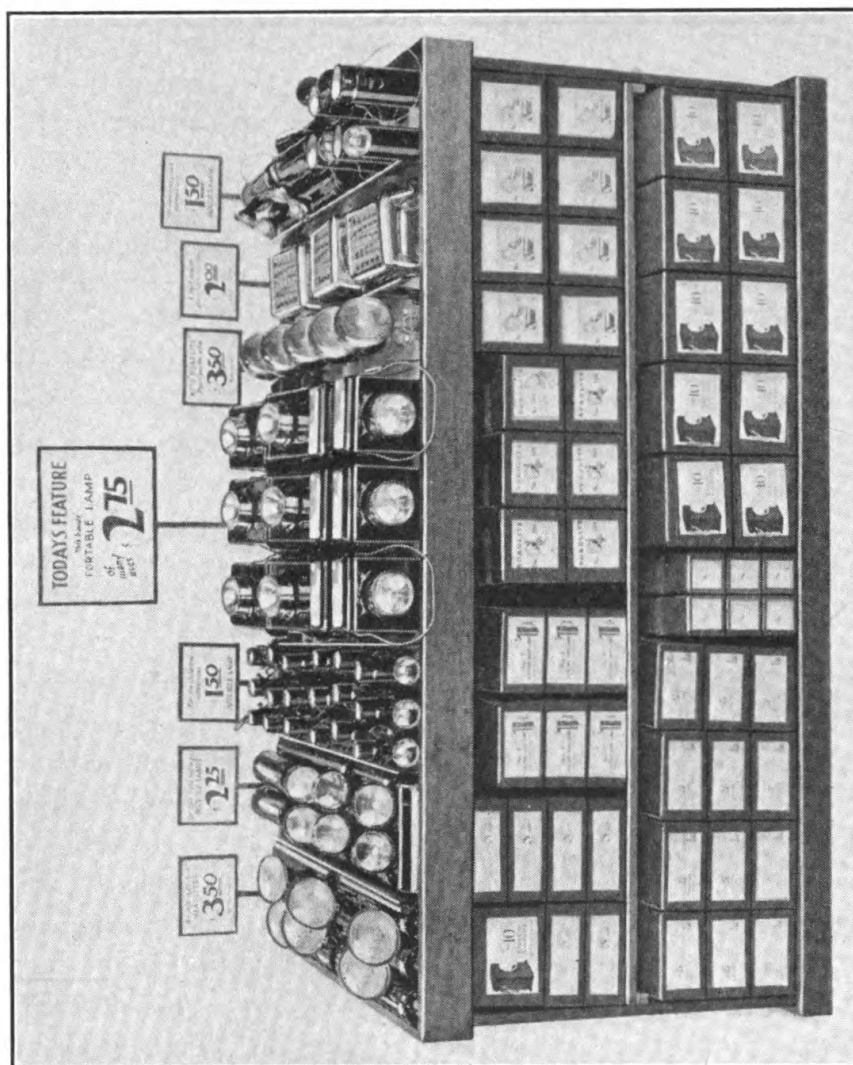
And when it comes to sales of this character, we must remember they are often slow in the making. Take, for example, a woman who has just had her house wired for electricity. She comes into the store for a carton of electric light bulbs and sees an electric toaster. She would like one. But owing to the fact that there are other more pressing demands for her money she decides to put it off. Later she again sees the toaster, but still is not ready to buy. She puts it off for six months—yes, maybe a year. Eventually, the sale is made—and all because the toaster was properly offered for sale—properly displayed—*a year ago*.

What are the sales possibilities of electrical appliances?

There are 17,000,000 wired homes in America! 72% of these wired homes are without fans, 13% without electric irons, 83% without heaters, 94% without cookers and 74% without toasters. When it comes to some of the other appliances, the percentage is just as great. But even where the market is well saturated, as in the case of electric irons, there is a tremendous replacement business, and the hardware dealer who knows how to take advantage of the situation is in a splendid position to get that business.

But as electrical appliances are not strictly demand items the stock must be so arranged and displayed that they are seen by people passing in and out of the store. For that purpose the display table is best adapted. As a

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Displays should suggest quantity and motion. Notice the mass display of portable lamps in this illustration. The quantity shown creates the impression that they are in big demand

BULKY SPECIALTIES

rule, the table or tables housing electrical appliances should be centrally placed in the store and now and then in the front of the store, so as to form a constant reminder to your customers that, when they get ready to buy electrical appliances, your store is the place to buy them.

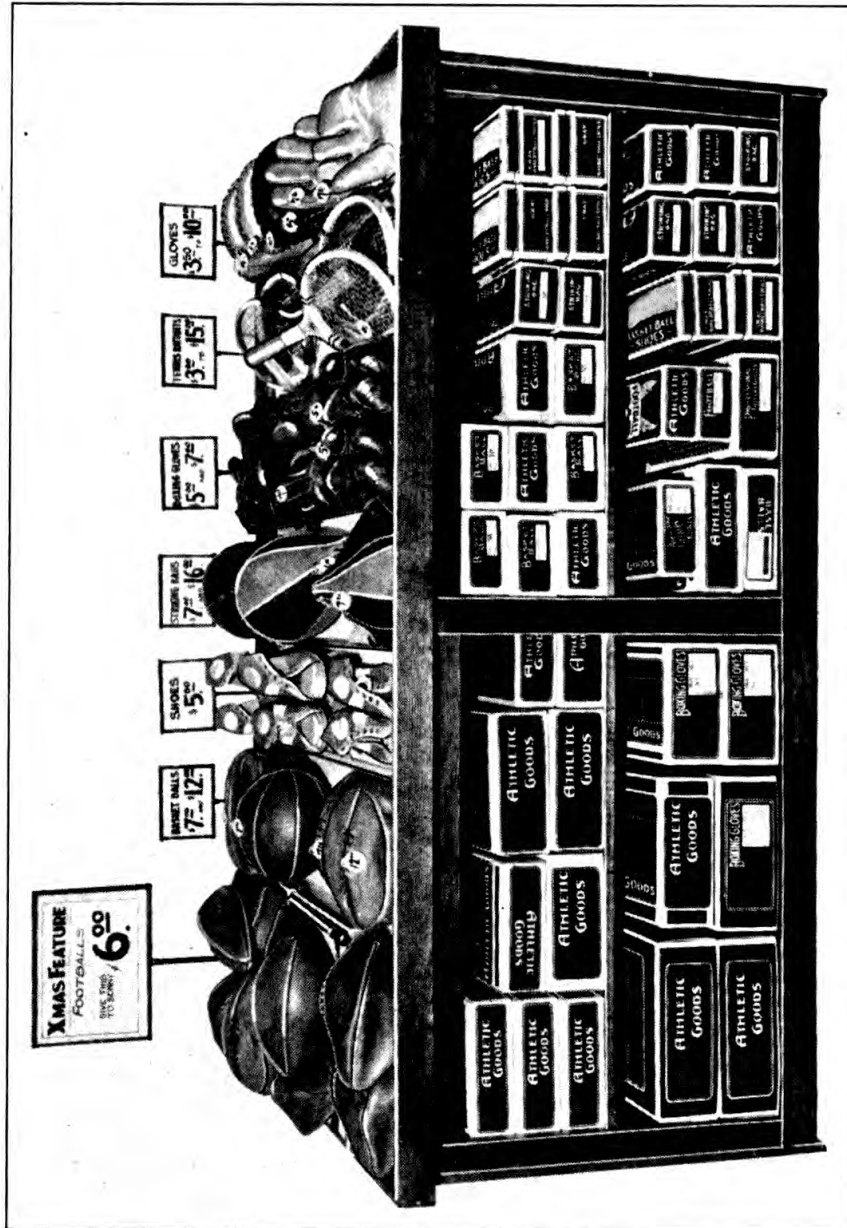
Electrical appliances should, as a rule, be taken out of the "touch-me-not" show cases and wall cases, and placed on open-display tables at least a part of every month of the year. They are to a large extent a woman's item. For that reason they should always be accessible to the woman buyer. They should be grouped in one department and so located that as women enter the store for the most frequently called for items, they are regularly confronted with electrical appliances. They soon learn, then, to associate them with the hardware store.

The theory that electrical appliances can not be sold on display tables is no longer accepted. While the stock so displayed must be carefully watched to prevent tarnish and deterioration, yet the best stores are successfully displaying electrical appliances on tables. Only occasionally is there a condition or climate where that is not possible.

It is not practical, however, to keep every electrical appliance in stock out on display during the entire year. Only a carefully selected stock should be displayed. Many dealers find it to their advantage to display what might be called a sample stock, and carefully preserve the balance in the original packages or display cases.

Then, too, the items can be rotated. For example, electrical appliances can be out on display in advance of the Christmas season and the "talking signs" point out their possibilities as gifts. Then they can be placed back again in stock or display cases and brought out again during the active Christmas season. The procedure can be

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Some kind of sporting goods should be on open display every month of the year. The variety should be rotated from month to month

BULKY SPECIALTIES

repeated many times during the year, as, for example, in the spring for the June bride, and periodically throughout the year.

In determining what to display regularly we can again use the rule we laid down for a star item. A star item, it will be recalled, is one in which, when the per cent of margin is multiplied by the yearly turnover, the result is 150 or more. Items with the highest rating should naturally be given the most central and most prominent display space.

Accompanying you will find photographs of suggested tables of the smaller appliances.

Next, let us consider in the same light "sporting goods." Here is a line in which sales are increasing rapidly each year. Think of it, sporting goods sales per family have almost doubled each year for the past three years!

Take the single item of little wooden golf tees alone. Their sales during the past year have amounted to more than two and a half million dollars.

And the sale of sporting goods will continue to increase. There are many factors contributing to that end. People have more leisure hours, more time for athletic and sport endeavors. They have more money to spend for such purposes.

But here, again, sporting goods are not demand items. They are not called for or bought in a routine manner.

And here again the hardware dealer who stocks sporting goods, and then hides them away in boxes, cartons, drawers, on shelving or even in old-fashioned show cases will not build up business to the extent of the possibilities.

Sporting goods sales must be promoted. The merchandise must be displayed.

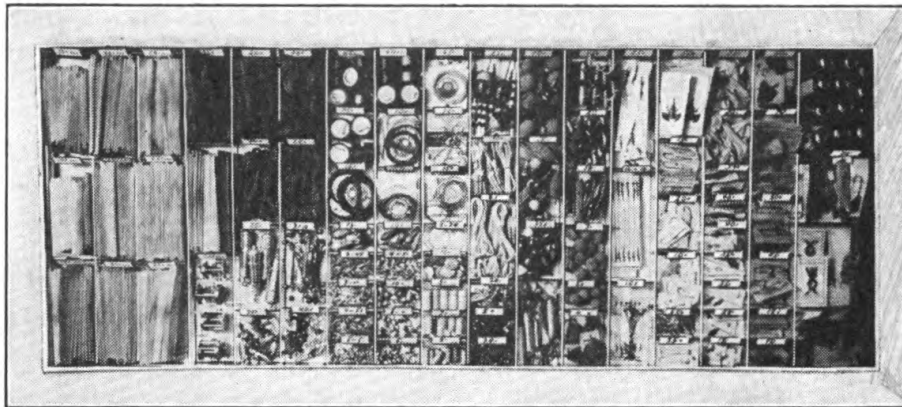
As is the case with most hardware lines, the display table is best adapted for the display and sale of sporting

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goods. It is true that a few items, as for example high-priced fishing reels, cannot be placed in open display, and while now and then wall cases and show cases are necessary, yet the majority of the items can best be sold from a display table.

And one of the most practical methods of promoting sporting goods sales is by first of all bringing them to the attention of the people that pass in and out of your store. While in the average hardware store the space that can be given to sporting goods may be limited, yet even the small store can devote one table to sporting goods, and the large store from one to a dozen.

The merchandise to be displayed on tables must be well selected. As a rule, preference should be given to popular sellers. By the constant rotation of merchandise a large number of items can be displayed on a single table during the course of a year.



This is an airplane view of an open-display fishing tackle table put in by an Illinois dealer. It has increased sales in this line 100% over his old showcase display

And sporting goods are well adapted for rotation. During the spring of the year baseball goods and fishing tackle can be displayed. Later, golf and other summer athletic goods. Then bathing suits and vacation accessories, then hunting supplies. Finally football and the winter sporting goods. There is always an element of

BULKY SPECIALTIES

interest in table displays of seasonable sporting goods, and they will prove a drawing card.

It is not necessary to have a large stock on the display tables. There can be one or two mass displays and then only a limited stock of each item. The balance can be kept in regular stock—in wall cases, or underneath the table in cartons, or on shelves. But the table displays will serve as a constant reminder to customers.

The display should be neat and orderly and the table not too crowded. Each item should be carefully price marked. Many of them are star items. Sporting goods carry a good margin. Because of the possibility of rotating table displays, a large volume of sales and profit can be had from a single table.

There are many other items in the hardware line in the same class as electrical appliances and sporting goods—that is, profitable specialties not strictly demand items whose sales must be promoted. Some of them are gift goods of all kinds, silverware, clocks, toys, camping supplies, auto accessories and novelties.

These specialties are well adapted to supplant sales of the old lines that are falling off. They fit well with hardware.

But it must be remembered that these are not demand items, however, and cannot as a rule be sold in a routine manner. They must be sold through promotion, and effective display.

The old-fashioned store with its long lines of counters and show cases separating customers from the merchandise is absolutely inadequate to meet this demand. This merchandise must be brought out where it can be seen and handled. And for that purpose the display table is well adapted.

As customers see the attractive table displays month after month or even year after year, they associate them

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with the hardware store. And they will buy them from the hardware store. And the table display, carefully worked out, strategically located in the store, is one of the most effective methods known to the science of hardware retailing of building sales in these profitable specialties.

XI

THE HOW AND WHY OF DISPLAYING SMALL MERCHANDISE

THE other day the following little drama took place in a hardware store:

Woman Customer: "I want a screw hook."

Salesman: "How large?"

Woman: "Oh, about so big." (Pointing.)

Salesman climbs up ladder four steps, takes box off shelf, opens on counter and says, "How is this?"

Woman examines screw hook and says, "It is too large."

Salesman: "What do you want to use it for?"

Woman: "Some cups."

Salesman then climbs up ladder again, gets down two more boxes, opens them up on counter. Woman fumbles them a bit and then makes her selection. She buys a dozen. Clerk wraps them and charges her 5 cents. The woman leaves without making any other purchase.

The salesman next places the loose screw hooks back in boxes, puts the covers on the boxes, climbs up ladder again, puts them back on shelf—there to rest—hidden away—until somebody calls for them again.

This little drama took several minutes, yet the sale amounted to only 5 cents.

Yet transactions of this kind are going on many times

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a day in tens of thousands of hardware stores—consuming the time of salespeople—with little or no profit to the firm.

And that is exactly the trouble with many hardware stores, particularly the stores of the old-fashioned type that have counters and showcases, and merchandise hidden away on shelves. In these stores there is too much time consumed in small unprofitable sales—too much lost motion—too much time lost on trivialities—too much time of high-priced salespeople taken up with low-priced selling. The result is the cost of operation is often run up out of all proportion.

But the question is, what can we do about it?

There are many things that the modern hardware store can do about it. In this chapter we are going to discuss some of the things that can be done in modernizing the hardware store—with particular reference to merchandising small items.

The average hardware dealer today must cut or at least hold in line his selling expense. He must do that by cutting out as much as possible lost motion, lost time, and general inefficiency—particularly incidental to the sale of small items that do not run into money. He must then see to it that the time of his salespeople is occupied productively. He must see to it, for example, that high-priced salespeople are not wasting their time making trivial sales that yield no profit—like the one recited at the beginning of this chapter.

On the other hand, the modern merchant must use just such opportunities—as for example the sale of a small demand item—to make other sales. When a woman comes in for a screw hook for the pantry, it is his job to try to have her leave not only with the screw hook, but with a scrubbing brush or something else as well. In other words, if the hardware dealer can increase his unit sale and in

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turn his total sales he will add materially to his profit, for his selling expense will not go up in proportion.

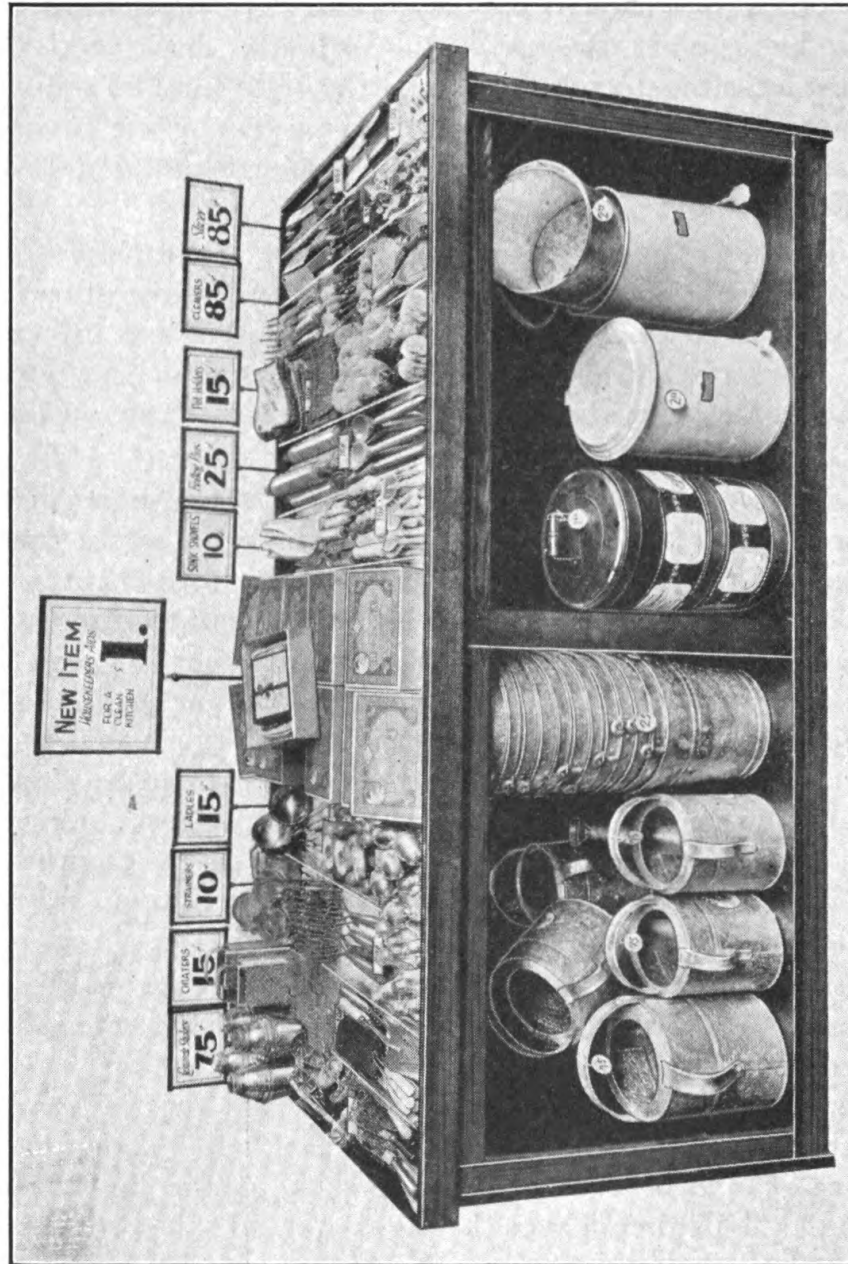
To accomplish all of these things we must have our goods properly stocked—and properly displayed. We must have the proper floor plan, the right kind of arrangement. We can bring that about best by the use of open displays throughout—open tables, open shelving and wall panels.

If you will stop to think, you will recall that many stores today in all lines, whether variety, department stores or groceries, are adopting to a limited extent the principle of self serve. There are two reasons for this. In the first place it saves time and effort on the part of salespeople and in the second place it increases sales.

If we have our merchandise so displayed (particularly the small items) so that people can to a certain extent wait on themselves, we materially cut down the time it takes our salespeople to wait on them—and to that extent we cut our selling expenses. If our customers have access to a large part of our stock they can examine it, decide on the size or finish they want and to a large extent make their selection. It will then require but little help from our sales-people so far as the small items are concerned. In many instances they will actually wait on themselves and walk up to the cashier with one or two items and the money in their hands.

By bringing a large number of small items together on a table display, or in some cases on wall panels, the selling problem is very much simplified. Much of the lost motion and waste of time is eliminated. In fact, the process has been so simplified that less experienced help—sometimes a girl—can take care of a large part of the knick-knack trade. This then leaves the higher-priced salespeople free to spend their time selling items that run into money, or products that are more or less technical, and in the end use their time with greater profit to the store.

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A table of kitchen supplies will make many additional sales without increasing the selling expense

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It has been actually proved in many instances that where merchandise is so offered for selling the work of salespeople has been reduced as much as 25%. In other words, an old-fashioned store with four salespeople can frequently get along with three salespeople when the store is once thoroughly modernized, at a direct saving of the expense of one salesperson.

Then, too, we must try to make our demand items help increase our sales. That is done by placing them at the rear of the store. Our customers will, within reason, walk to the rear of the store for nails, glass, putty and other demand items—and thus give us the opportunity of bringing them into contact with a large variety of other merchandise. In that manner, we get the best possible display and selling value out of the front and middle parts of our store.

The center of activity, then, of the well-laid-out hardware store should be placed well to the rear. The small semi-demand articles, as screw hooks, cup hooks, screws, nuts, clothes hooks and other similar small items should also be housed well to the rear, so as people come and go in to buy them we have the opportunity of making them walk past our attractive displays on tables, on platforms, and on wall panels. In this manner we can make many of them stop to make additional purchases, and when we do that we have increased our sales without increasing our selling expense.

But the question arises, should such small items as screws, screw hooks, clothes hooks, hasps, tacks, padlocks, chest locks, light sockets, castors, hinges, small tools and dozens of similar items, be displayed on tables?

The answer is emphatically, yes. But, of course, care must be taken in selecting our assortment for table arrangement. Many dealers make the mistake of trying to display on tables every item and size they carry. That cannot be done.

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We must select for our table displays only the rapid sellers. Usually 80% of the sales in any given line is done in 20% of the variety. It is our job to display that 20% which will take care of most of our volume. When the unusual size or variety is demanded, the salesman must get it from regular stock.

Even the small store can display a large number of items if it makes the best use of tables and wall panels. Table displays should be rotated and seasonable items brought out from time to time. In that way a large percentage of the stock in demand at any one time is made accessible to the customer.

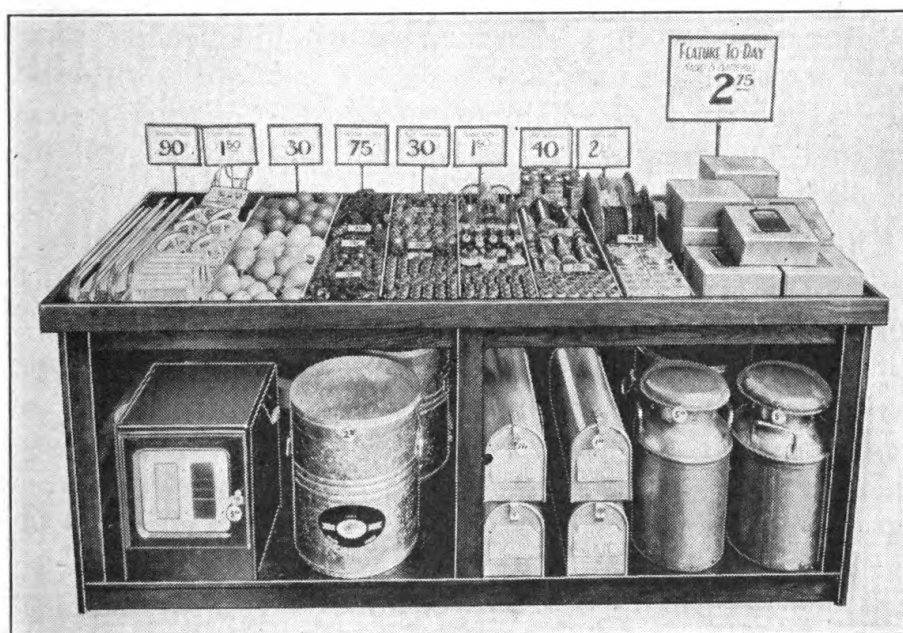
Accompanying are typical table layouts of small items. Take, for example, the electrical goods table. It is made up of items all frequently purchased. Almost every household is in the need of some of them. A table of this kind, so located that people pass by it as they come in and out of the store for demand merchandise, will make many of them stop to make additional purchases. And when that happens we have increased the unit sale, and in turn total sale, without adding to our selling expense.

Or, on the other hand, when a woman comes in for an electric plug she may not be familiar with its description. Think how much easier the purchase of it is made, if she can walk up to a table, see the various items laid out before her, and make her selection. Think of the time it saves the salesperson.

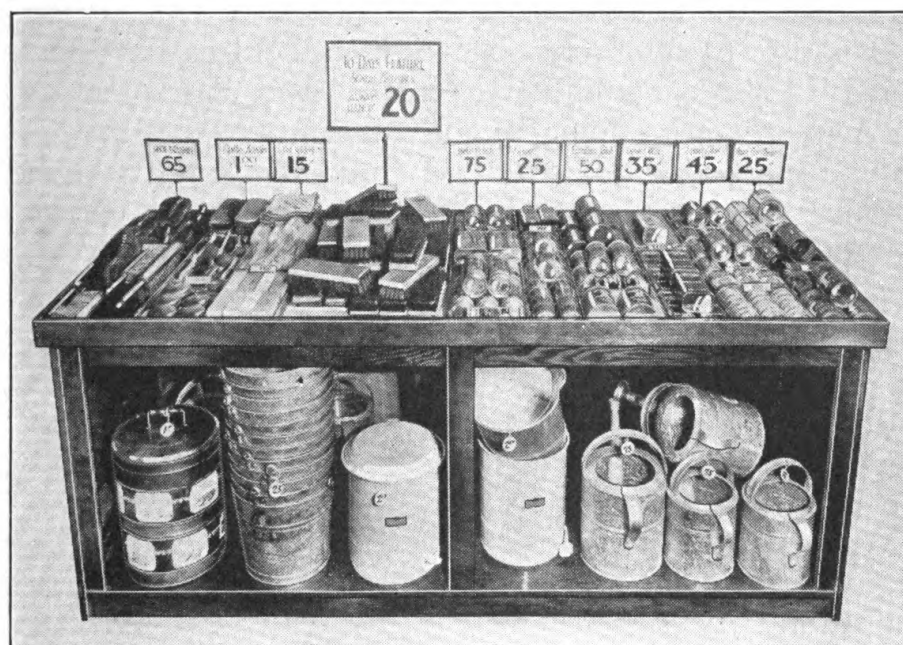
But there is still another consideration. It has been said that people today buy where buying is made easy and pleasant. Is there any way to make buying any easier? Is there any better way to rid the hardware business of many of its confusing technicalities than by displaying the merchandise so that people can get at it of their own volition?

No wonder sales generally increase and selling expenses decrease when goods are so offered for sale.

DISPLAYING SMALL MERCHANDISE



Did you ever see a home not in need of electric bulbs or a socket, or something else electrical? This reminder table will stop most of your customers and cause many to buy



Cleaning supplies are regularly bought for the home—for they wear out or are used up rapidly. A display of reminders will stop a large percentage of customers and make sales

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Some of the women's lines, as kitchen and cleaning supplies, are splendid products to use to promote additional sales with little or no selling expense. Most of those items are sold on sight—in fact, many are rarely called for in the old-fashioned hardware store.

There is also a table of kitchen supplies and one of cleaning supplies. The sales of these items are generally small in the old-fashioned, counter-between-customer-and-merchandise stores. But when these goods are brought out on display tables, so that people will walk by them as they come in after their demand items, these tables frequently prove to be the most profitable in the entire hardware store. Most of this merchandise yields a good profit and by the right display and arrangement sales can generally be materially increased without increasing selling expense.

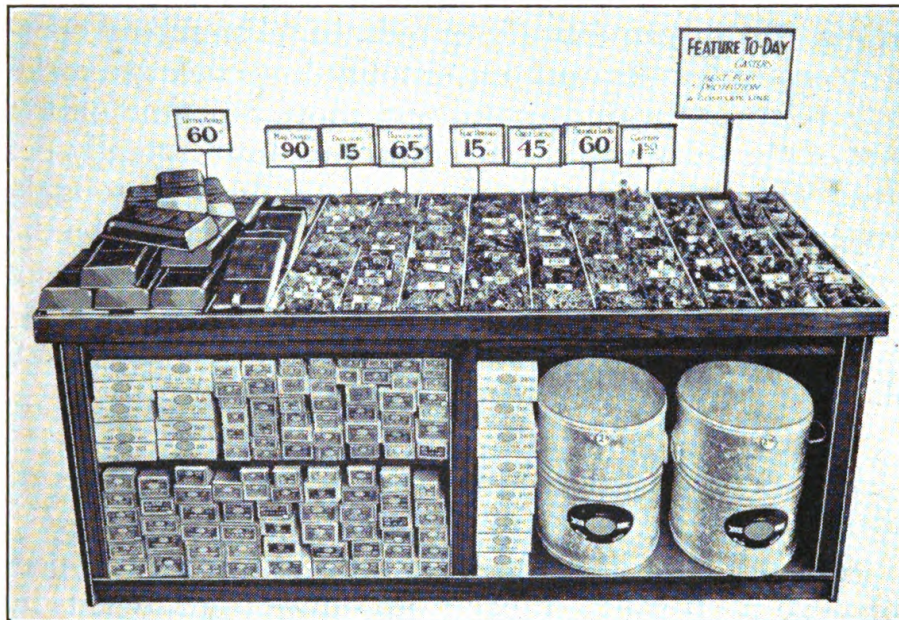
Another line that lends itself to increased sales with little or no extra expense is household and farm tools.

It is safe to say there is not a household or farm but that is in need of additional tools. At regular intervals the man or woman doing an odd job comes to the realization he should have this or that tool. But if the need is not imperative, he puts off buying week after week, maybe month after month.

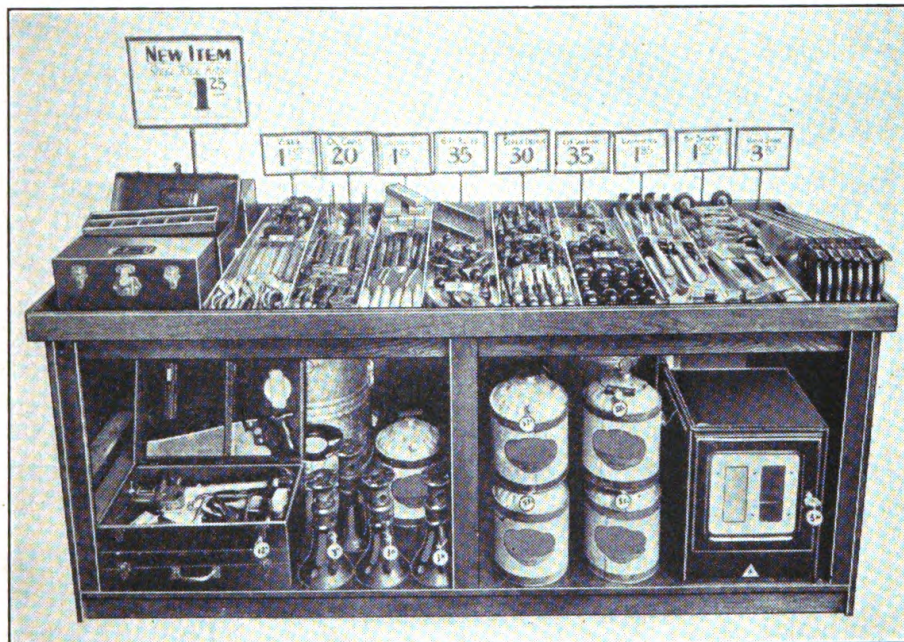
But if the next time he comes after a demand item he is confronted by a fine display of tools—whether on panels or on tables—he is reminded of the article he needs and he buys it. Here, then, is another sale that would not have been made in the old fashioned store where tools are hidden in cartons or drawers, on shelves shut off from the customer by long lines of counters and show cases. So here we again increase our unit of sale without adding to our selling expense.

As a matter of fact, it has been demonstrated many times that by the right kind of display and arrangement

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A lock for the garage or the chest, a castor for the bed, or a hasp for the smoke house, is needed in many homes and farms, and a display of this merchandise on an open-top table will turn many of those opportunities into sales



There is hardly a farm or household not in the need of additional tools. A tool table, so placed, that it will be seen by customers as they come after their demand items, will be the means of making many additional sales

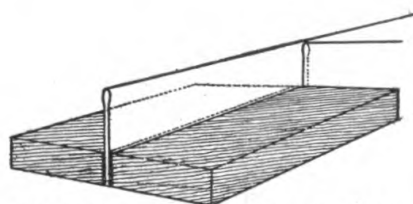
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selling expense can actually be reduced. The selling operation on small items can be so simplified—people can make their selections with so much less effort and time on the part of the salespeople that many stores can actually get along with less help after the store has been thoroughly modernized. Often a store that has five salespeople on the floor can get along with four—sometimes actually doing more business—because in a measure people become their own salesmen. The self-serve or cafeteria idea has an application even in the hardware store.

* * *

At this point, let us again consider the mechanics of offering small items for sale on the open-top table.

We need, first of all, small compartments. The open-top table can best be arranged into small compartments by the use of three-inch bulb-edge glass held in place by block



Block fillers hold the bulb-edge glass in place and raise the merchandise so it can be better seen. These fillers can be cut in various sizes so as to make compartments to fit any merchandise

fillers one inch thick cut to the size of the compartment desired. Three-inch glass allows a two-inch projection, or in other words the compartment will be two inches deep. In the case of small items it is not well to have the compartment too deep, for then the merchandise

cannot be seen by customers a few feet away from the display.

For large items, as we have demonstrated in previous articles, no fillers are necessary; the bulb-edge glass can be held in place by clips.

For the very small items such as screws it is well to make small tin trays. The size most frequently used is $3\frac{3}{4}$ inches by $2\frac{1}{2}$ inches, or $3\frac{3}{4}$ by $3\frac{3}{4}$. The trays are generally one inch deep. If deeper, the merchandise cannot be seen. A block filler underneath the trays helps raise

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them to the level of other displays on the table. A couple of dozen small tin compartments will only take a portion of a table, and house a variety of small items.

In Chapter XIII of this volume you are told how to make panel displays.

In conclusion, let us repeat that the modern hardware dealer must strive to cut his selling expense wherever possible, but he must, of course, make sure not to do it at the expense of sales. He must strive to display as many of his rapid-selling small items as possible.

Then he should urge people to wait on themselves insofar as this is practical. They can at least on a busy day be looking over the stock, make up their minds, make their selection in part so that when they are waited on the salesperson's time will be saved. Then, insofar as practical, have high-priced clerks sell technical or high-priced merchandise and the low priced items sold by low-priced clerks.

By grouping the demand items at the rear of the store, by placing the center of activity at the rear and then having as much merchandise as possible out where it can be seen and handled, we can materially increase sales without increasing the overhead. Frequently by this method a store can even get along with less help.

By a careful application and working out of these principles the average store can through display and store arrangement actually bring down the selling expenses—and at the same time increase sales.

XII

WALL AND CABINET DISPLAYS

THE side wall space in the old-fashioned hardware store is used largely for storage purposes. But the modern merchant thinks of the side walls in terms of sales—how much goods he can display and sell.

In a store of the old-fashioned type the wall shelving is of little significance. It is, as a rule, shut off from the customers by long lines of counters and show cases. Only the clerks have access to what is on the shelving. For that reason the shelving has very little display value and is generally piled full of cartons, boxes and miscellaneous merchandise.

But in the modern hardware store the situation is altogether different.

In our discussions of floor plans we said that the island principle was best adapted to modern merchandising. By grouping the equipment in the center of the floor in one or more islands, the side wall space is opened up. Our side wall space is thereby converted from storage space into display and selling space. Therefore we must give the use of the side wall space very careful consideration.

The island plan makes possible greater store circulation, lets people get to every corner of the store, brings them in contact with the side walls, lets them have first hand contact with merchandise on the side shelving as well as in the island.

This new type of arrangement puts an entirely new

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emphasis—a new importance—on the side wall space. The island plan will throw all of our customers in contact with our side wall space in the small store, and most of our customers in the case of a large store. The wall space then affords unusual sales opportunity. And the modern hardware store must take advantage of that opportunity.

Building the right kind of wall displays is a comparatively simple matter if we properly analyze the problem.

Generally speaking, there are four kinds of wall display equipment, (1) wall panels, (2) open shelving, (3) wall cases, (4) wall platforms.

By the careful use of, and by a combination of these types of equipment with certain adaptations, we can make our side walls some of the most valuable selling space in our store.

Each of the four types of equipment specified above has a very definite use or purpose. Each is best adapted for offering certain types of merchandise for sale.

Wall panels, for example, are particularly well adapted for the display of small items in the tool, builders' and general hardware lines.

Open shelving is well adapted for the display of popular type of merchandise of considerable bulk or size, as, for example, cans of paint, or kitchen utensils.

Open wall cases are adapted to displaying merchandise of medium size as saws, hammers, bath room supplies, golf clubs and tennis rackets. Occasionally a glass door wall case may be necessary to display such merchandise that must be protected from the elements or from handling, as high-priced guns and electrical appliances.

Wall platforms are adapted for the housing and offering for sale of large bulky items such as lawn mowers, wheelbarrows, wheel goods, pails, tubs, stoves, etc.

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There is no such thing as a definite formula for the exact number of feet that should be devoted to each of these four different types of display. A store must always be built around a business. One store may have a large tool trade and will therefore need a larger proportion of sample boards than another. Another may need more open shelving, because of a large paint and household department. A country store might, for example, need more wall platforms to offer for sale its farm supplies, stoves, wheelbarrows, tools and other bulky items.

The type and amount of wall equipment must therefore be selected according to the variety of merchandise handled. Most stores will need some of each.

* * *

Let us discuss some of the technical considerations connected with the proper use of each of these four types of wall equipment. We will take first of all the platform—for the hardware trade as a whole does not make the best use of platforms.

Platform.—The average retailer has neglected to provide sufficient display fixtures for one important class of merchandise—namely bulky merchandise. And for that kind of merchandise the floor platform is well adapted.

This classification includes such merchandise as stoves and ranges, refrigerators, separators, ash cans, wheelbarrows, washing machines, lawn mowers, step ladders, wheel goods, vacuum cleaners, ironing boards, large camping goods, etc., all of which must be taken care of in a modern store plan.

But in a modern store plan how much space should be devoted to the display of bulky items on platforms? That depends entirely on how many bulky items a merchant has for sale that yield a fair profit. In arriving at which bulky items are worthy of prominent display we need simply apply the formula we laid down in previous articles: Compare the margin with the turnover.

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We must take in perhaps one additional factor—namely, selling expense—for some bulky items are accompanied by a high selling expense because of their nature, use, or peculiarities of sale, shape, or size. If this test of comparing margin with turnover were applied, many retailers would bring forth from back rooms, warehouses and basements many of these bulky items now pushed into the background and place them in more preferred main floor positions.

The hardware store with farm trade particularly needs display platforms. The country retailer has heard a great deal of the value of display tables—and they are very important. But too often the country retailer crowds his whole floor full of tables and excludes from display many of the larger bulky yet profitable items. Many farm and household supplies of a bulky nature from which a large proportion of the sales of a country store are derived are sometimes almost out of sight. A farmer coming into a store of this type will not feel at home, because he will not see many of the items in which he is interested. He may even pass it by as a "city store."

There is, however, a happy medium—a balance between the space to be devoted to table displays and platform displays of large bulky items. Both can be displayed to advantage, in proportion to the amount of net profit each class of merchandise yields.

When worked out in this manner, platform displays of bulky items become very important and profitable units of a store plan. Many of the bulky items are seasonable in character. When a given platform space is used to offer seasonable specialties, prominently located in a store, it can often be made to pay very handsomely.

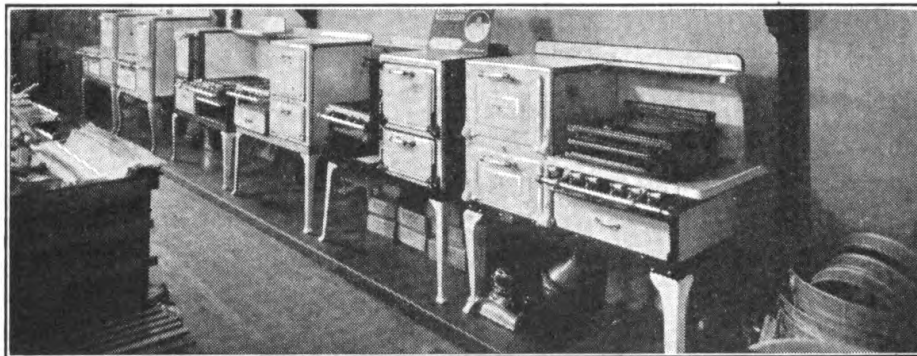
Before we can decide as to the amount of space to be given to platforms we must recall some of the advantages of the island plan. We found that the island arrange-

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ment saved us considerable wasted floor space. We found that we could get more square feet of display space (almost twice as much) in the island plan of arrangement than in the old style. Because of this additional display space we can now take considerable merchandise from our wall shelving and place it on our floor tables or platforms. We now have no need for all of the old-fashioned wall shelving we formerly had. This makes it possible for us to use some of the side wall space for platforms to display the large bulky items.

Many retailers find after adopting the island plan, and especially if they make good use of the storage space of their display tables, they can tear down from 12 to 36 feet of unnecessary wall shelving. This side wall space can then be given over to platforms for the display of bulky merchandise.

There are several reasons why the platforms displaying bulky merchandise should be placed against the side



Stoves if given a side wall setting are displayed in the same position in which they are used in the home. That makes buying and selling easy. Unless the shelving above the side platforms is needed for storage purposes it is best to dispense with it and leave the space clear

wall. If placed in the center of the floor the bulky items obstruct the view and hide other merchandise, and this interferes with sales. Bulky items in the center of the floor tend to give a store a crowded appearance. Furthermore, a setting against the side wall for such products

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as stoves, ranges and refrigerators is a more natural position, for they are used standing against the wall in the average home. Merchandise of this character can generally be better demonstrated if against the side wall than if out in the center of the floor.



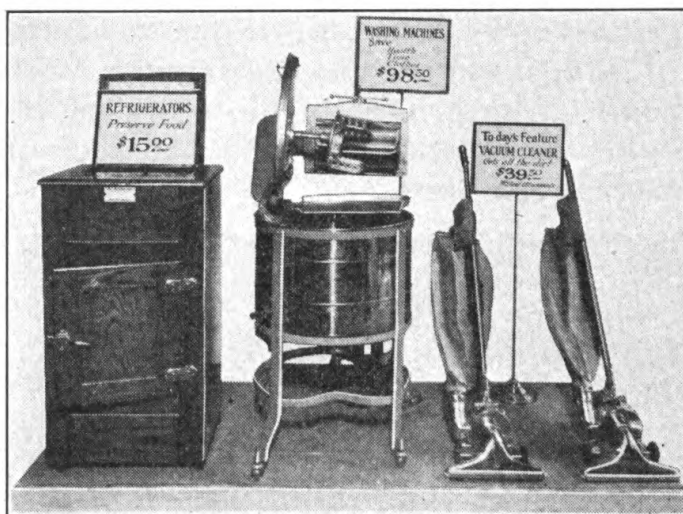
In this arrangement the platform is used as a unit in an island. Displays of bulky merchandise in the center of the floor should be kept low so as not to obstruct the view—and give the store a crowded appearance. Notice that the merchandise is not so high as to prevent vision from one part of the store to another

In floor plans where there is not sufficient wall space for side platforms it is generally advisable to place the smaller of the bulky items on platforms in the center of the floor. These platforms should as a rule be worked in as units of the islands. In some stores platforms can be located immediately inside behind the show windows.

In small stores carrying a large stock it is generally not possible to show a *complete* line of all of the bulky items. In that event a sample or two can be displayed prominently and the reserve carried in the store room.

Platform displays should be changed frequently so as to show as many seasonable items as possible.

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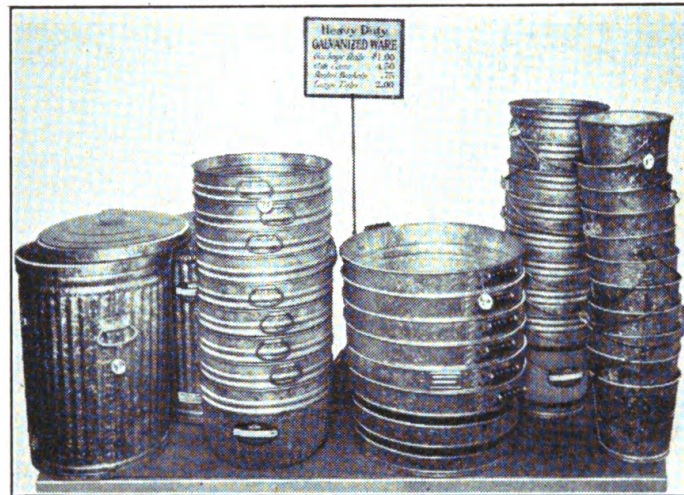
The floor platform offers an ideal method of displaying large bulky electrical appliances and household equipment. The displays should be changed frequently, each item displayed at its best season

Now as to the specifications of these platforms. They should be 7 feet long, approximately 32 inches wide and 5 inches high. They can be constructed by placing 2 x 4s on their side to form a base, and then placing a floor of 1 inch lumber on this base.

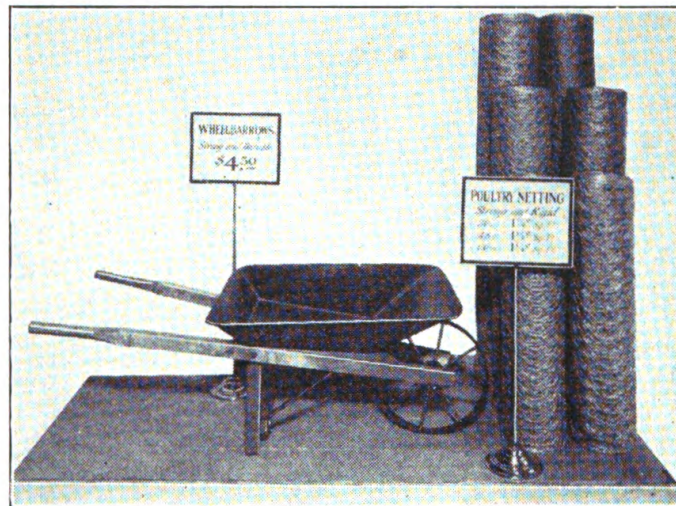
Platforms are generally made 7 feet long so as to be interchangeable with display tables. They are made approximately 32 inches wide so as to easily house a large variety of bulky items, and at the same time be no wider than the wall shelving. By keeping them approximately the same width as side shelving there will be no projections out into the sales floor to cut down our aisle space.

Accompanying these pages will be found typical platform displays. Pricing the merchandise on platforms is very essential. By studying the arrangement of galvanized ware you will see the retail price is shown in two places. There is first of all a price card stand which holds an 11 x 14 inch talking sign. This price card stand is adjustable up and down from 2½ to 4 feet high. Notice that the name of the item is given in addition to some descriptive matter and the retail price.

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Galvanized wares can be well displayed on platforms. The merchandise should be priced and described on the talking sign—but in addition each class of merchandise should be individually priced

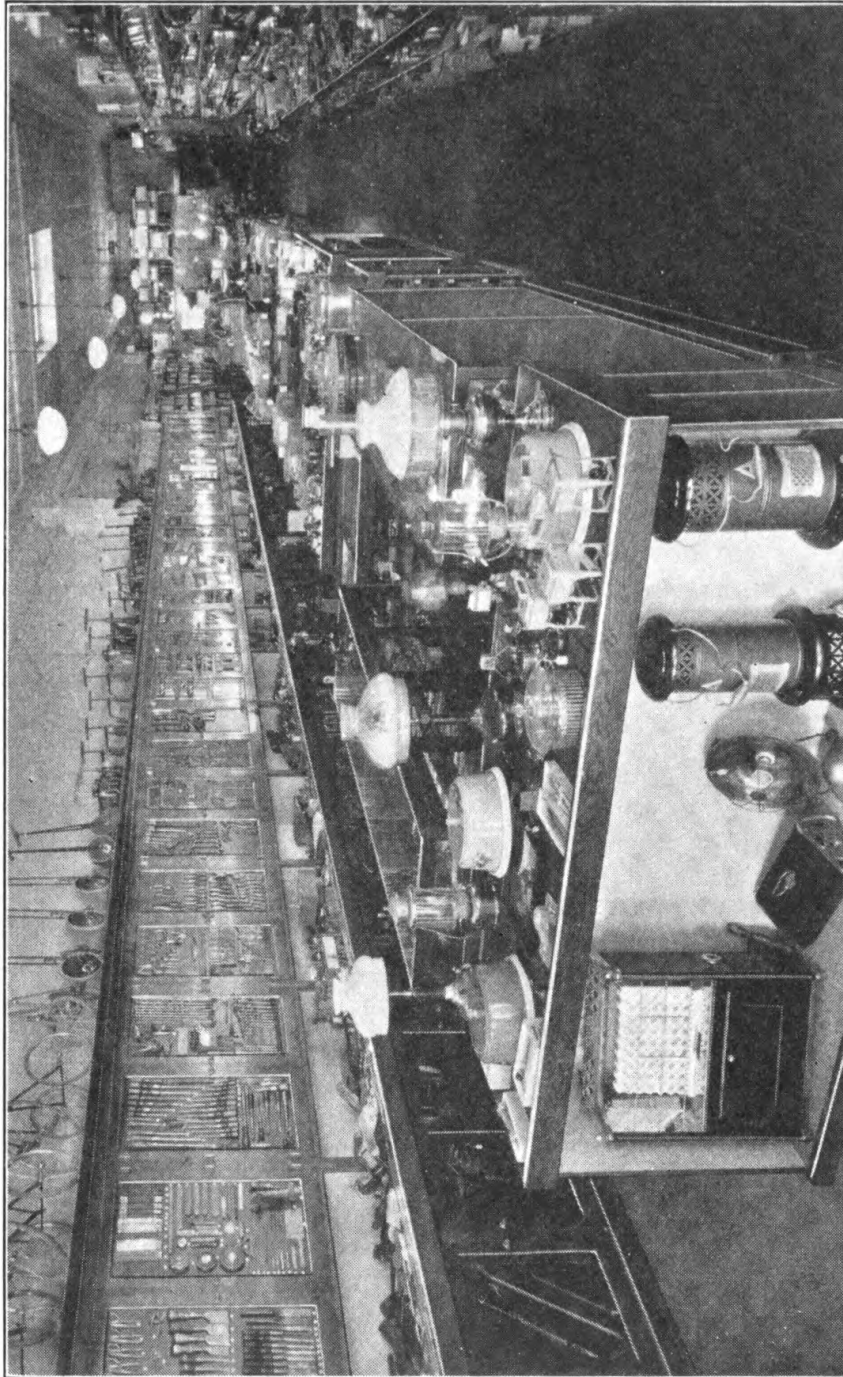


All the information necessary for the customer to select his own merchandise is contained in the talking sign. Notice that one talking sign is adjusted to only $2\frac{1}{2}$ feet high for the poultry netting and the other 4 feet high for the wheelbarrow

In addition to the large talking sign, every piece of merchandise is marked separately on the item itself.

Side Wall Fixtures.—Next let us discuss the side wall fixtures.

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Every human being is a bundle of needs. Sooner or later these needs can be converted into sales. The well planned store therefore surrounds the customer with merchandise and the side wall space must be used to *sell* and not only store merchandise

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While each kind of wall fixture has its own use, yet there are some characteristics common to all. Wall fixtures should make for a flexible store, so when the lines carried or trade conditions change, the equipment can easily be changed accordingly. Wall shelving and cases if possible should be in standard sections.

The standard length is from 8 feet to 8 feet 6 inches long. By making each section the same length fixtures can be moved readily from one part of the store to the other, or from one store to the other. This flexibility in wall shelving is in line with the flexibility which we have maintained in constructing tables, show cases, and platforms.

Wall fixtures should also be kept low. There is very little value to a high display, and tramping up a ladder to the top shelves is generally a waste of time.

Ordinarily, no shelving or case should extend over 7 feet 6 inches high. This height enables the average salesperson to reach all merchandise from the floor. Where larger quantities of reserve stock are carried, as for example in a store that does a wholesale as well as a retail business, additional shelves may be required above the average height of 7 feet 6 inches.

The trick now is to get as much display as possible on our wall space. Our wall spaces give us a great many square feet of surface and we are not taking advantage of our opportunity unless we use it for selling purposes.

The hardware trade has learned a great deal about the proper use of wall space in the past five years. In fact, there is a decidedly new trend, and stores that are well equipped today use in many respects a different type of equipment than those built even five years ago.

— *Open Shelving.*—For some purposes and for some kinds of merchandise, the regular open shelving is sufficient. Open shelving is particularly efficient for displaying popu-

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Open shelving is well adapted for the display of bulky goods. It enables customers to see and handle the merchandise—and buy

lar merchandise of wide demand with considerable bulk. It is particularly appropriate for merchandise such as kitchen utensils, hollow ware, paint and varnish.

Panels and Ledge Displays.—The average hardware line has many small items like drills or hack saw blades to display and for them the wall panel is best suited. When the industry first started to use panels, it generally built them all the way from the floor to the top of the shelf, with a break, of course, at the ledge about 30 inches from the floor.

But a fixed object, that is, one fastened to a panel board, does not sell as readily as a loose one. We learned that a single sample does not sell as readily as a display of the stock.

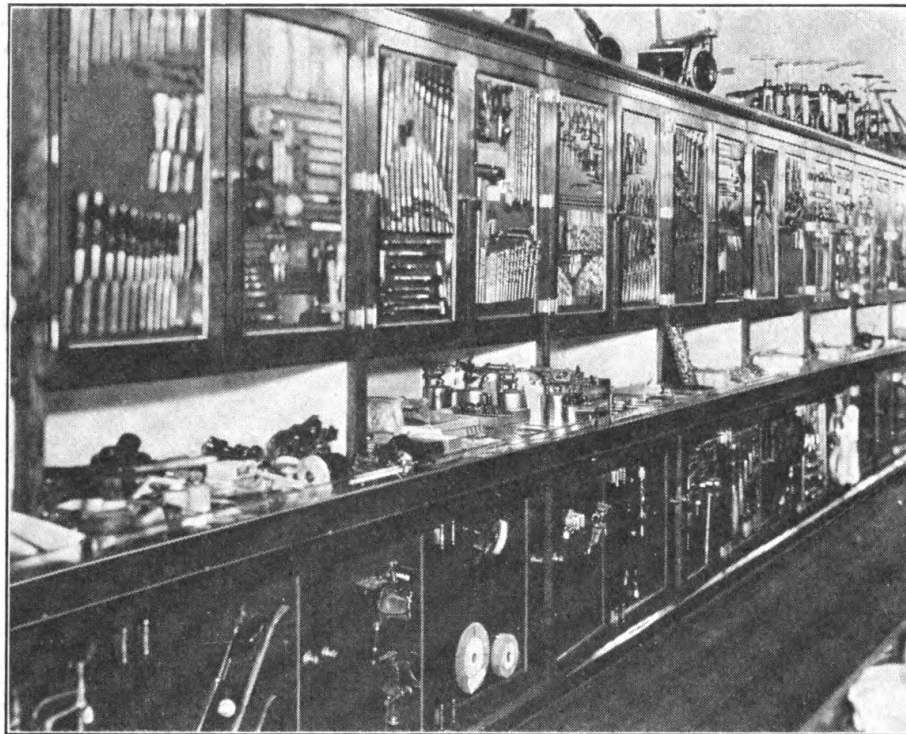
To overcome the objection, then, of too much panel space, there has been developed a combination panel and open-display wall fixture—one made by providing for a sort of table top on the ledge of the side shelf about 30 inches from the floor. This allows for the display of a considerable quantity of stock.

In the past, the ledge, a valuable sales space, was largely wasted. It was used simply as a matter of con-

THE SIDE WALL SPACE



Here is a combined ledge and case display. This type of display is coming into prominence. It is particularly suited for the store crowded for room. The pins and pegs in the upper part should if possible provide for a quantity of each item rather than merely a sample. It is easier to sell from a stock than from a sample

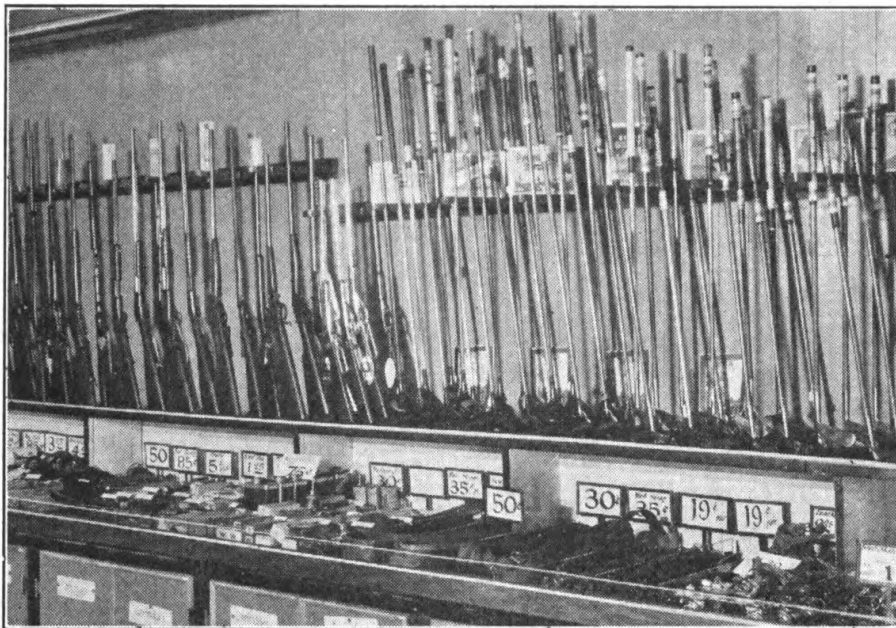


The combined panel and display ledge wall equipment is rapidly gaining popularity. The slow-moving items should be sampled on the panels and the more popular sellers displayed on the ledge

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venience to occasionally lay an item on it while waiting on a customer.

A ledge display on the side wall-panel shelving serves the same purpose as a display table. It, in fact, is a table display and supplements the island tables. Because of the limited number of table displays in the average floor plan, many articles of general consumption cannot be given the table display they demand. But by the use of the ledge display, the actual table display space in a store can sometimes be doubled.



Guns and golf clubs are shown above the ledge display in this store. Hunting and golf accessories are displayed on the ledge. Notice the light colored backgrounds. Wall displays should be constructed so as to show a maximum of merchandise and a minimum of wood and glass

The ledge display is made by raising the lower shelf of the wall fixture 14 inches to 16 inches above the base or ledge. The exact height of the first shelf must depend upon the width of the first shelf, for the wider the shelf, the higher it must be from the base to allow merchandise back against the wall to be seen. There is a rub rail at

THE SIDE WALL SPACE

the edge of the base so that it extends two inches above the ledge. This rub rail corresponds to the rub rail around our tables and keeps our merchandise on display from falling off and also helps support the dividers.

The next question to decide is, what kind of merchandise shall be displayed on the ledge? The same general rule that we laid down for table displays applies to ledge displays; we feature merchandise of popular demand and appeal.

In the illustration opposite various guns and golf clubs are shown above the ledge. The smaller golf and hunting accessories are shown on the ledge. In others, products of wide use in the same general class as those displayed on the panels above it are displayed on the ledge.

In the case of a tool section, the panels will sample the more expensive tools and those that are not sold frequently. If these slow-moving tools were displayed on the ledge, they would easily become soiled and rusty before they were sold. The ledge display should be used for the less expensive or popular, faster turning tools. They must be tools that turn rapidly enough to sell before they become shop worn.

The merchandise on the ledge display should be divided into compartments and every compartment priced just as is done with merchandise on table displays.

The ledge display has a particular advantage in small city stores that are crowded for space.

Wall Cases.—The fourth unit of wall fixtures is the wall case. The case is used for a variety of merchandise—electrical appliances, sporting goods, tools, bathroom and household supplies, etc.

The wall case generally extends from the base or ledge (about 30 inches high) to the top of the shelving. The ledge may or may not be used for a table ledge display. The case must be equipped with stands, pegs, holders,

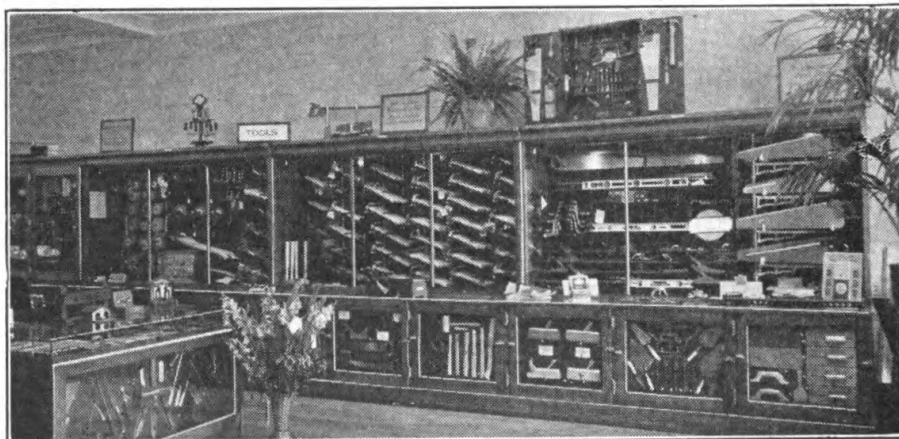
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brackets or other equipment, depending on the merchandise to be displayed.

The wall case finds its greatest use for the housing and display of merchandise of odd size and bulk as saws, hammers, braces, planes, levels, electrical goods, gift goods, sporting goods and similar items. Household items of a fragile nature such as egg beaters, wire strainers, or items of odd size and bulk go well in a wall case.

Whenever possible it is best to display a quantity of the items to be sold in a wall case, rather than a single unit or sample stock. By equipping the case with the right kind of pegs, brackets or shelves a quantity of each item can generally be provided for. Then the display will look more inviting, and sales will be more easily made. It is much easier to sell an item from a stock than from a single sample.

All wall fixtures as well as any other store fixtures should be so constructed that the merchandise, and not the fixture, predominates. As one stands in a store and lets his eye flit about, merchandise should insofar as possible fill the eye's vision, and not wood, boxes, glass and metal.



The sectional wall case is an ideal open display for tools. There is hardly a home, a farm or a shop but is in the need of tools of some variety. A display of this kind will convert many of those needs into sales

THE SIDE WALL SPACE

Open display puts the emphasis on merchandise. Too much equipment has serious disadvantages, and there are too many hardware stores over-equipped with clumsy fixtures that really hide the merchandise and put most of the emphasis on fixtures.

There are very few modern hardware stores that need glass doors in front of any displays. Occasionally a display of guns or expensive electrical appliances needs glass sliding doors, especially if this merchandise does not turn fast enough to prevent its deterioration. Now and then unusual climatic conditions may necessitate glass doors. But the occasions are rare.

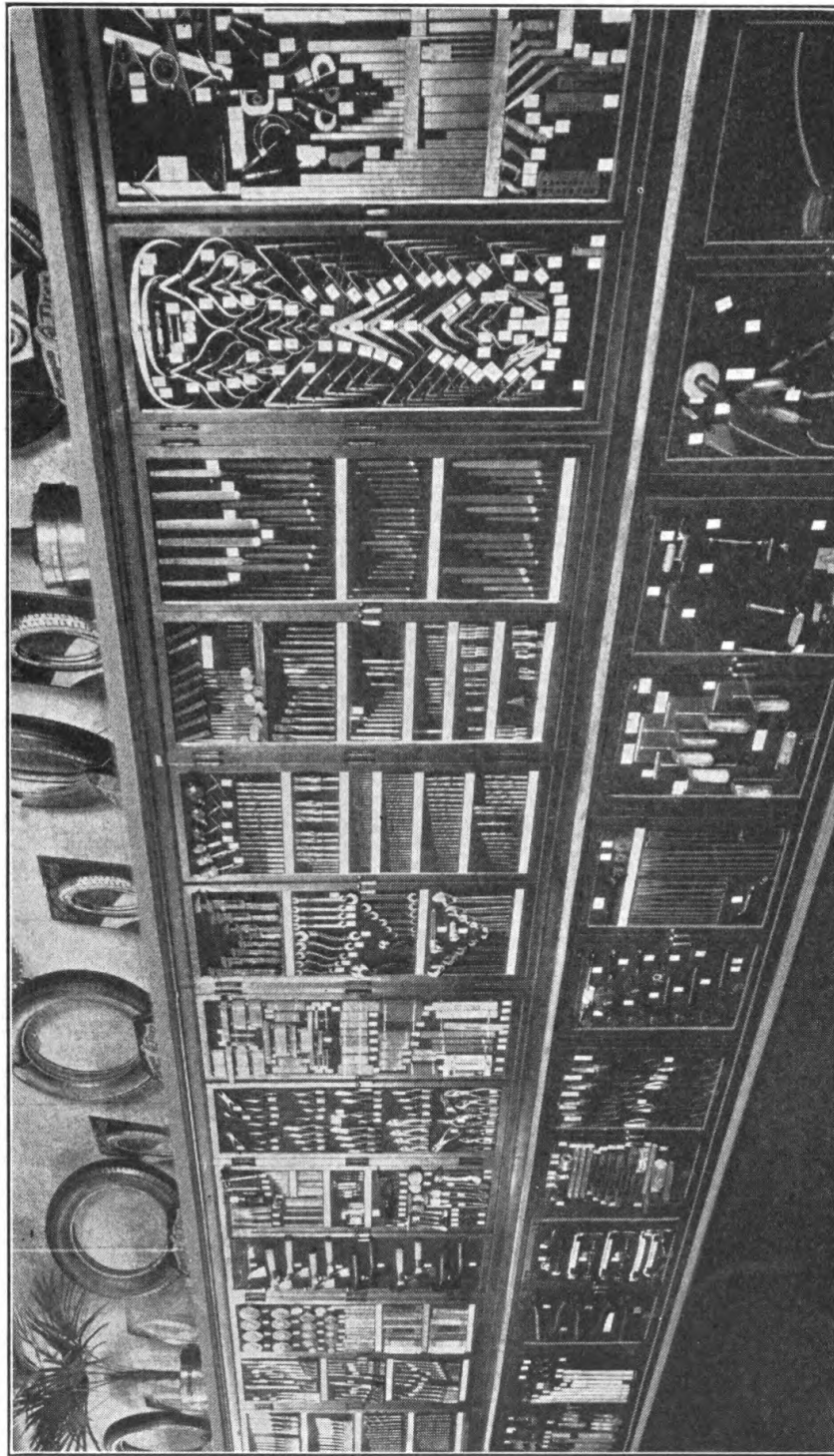
It has been found that light colors are best for the background or inside of wall displays. In the past, dark shades of green and even black have been used, but those shades do not set off the merchandise to the best advantage. Dark shades absorb too much light and give the whole store a dead, dark, gloomy appearance.

What we want in hardware stores today is life. Therefore, the light shades have been found best for the background of wall fixtures. Such shades as ivory, the light greys, and sometimes orange have been found very satisfactory. They reflect a large percentage of light and tend to give the store a cheerful atmosphere.

By the use, then, of standardized wall equipment—of open shelves, panels, cases and platforms—the wall space of any hardware store can be arranged. The exact amount of each kind of equipment necessary depends upon local conditions.

By using open display insofar as possible, the wall space can be made into some of the most valuable selling space in the store. As people come in contact with these displays, their desires and needs, one after another, are converted into sales.

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Tools are among the articles that can best be displayed on panels. Note the use of price strips where a variety of sizes are shown

XIII

HOW TO MAKE PANEL DISPLAYS

WHEN the side counters and show cases are removed in the old-fashioned hardware store, the side wall space becomes some of the most valuable selling space in the store. In the modern hardware store a considerable part of this side space is used for panel doors.

But frequently hardware dealers do not get as much good from their panel door space as they should, because of poor sampling or the improper use of the panel doors.

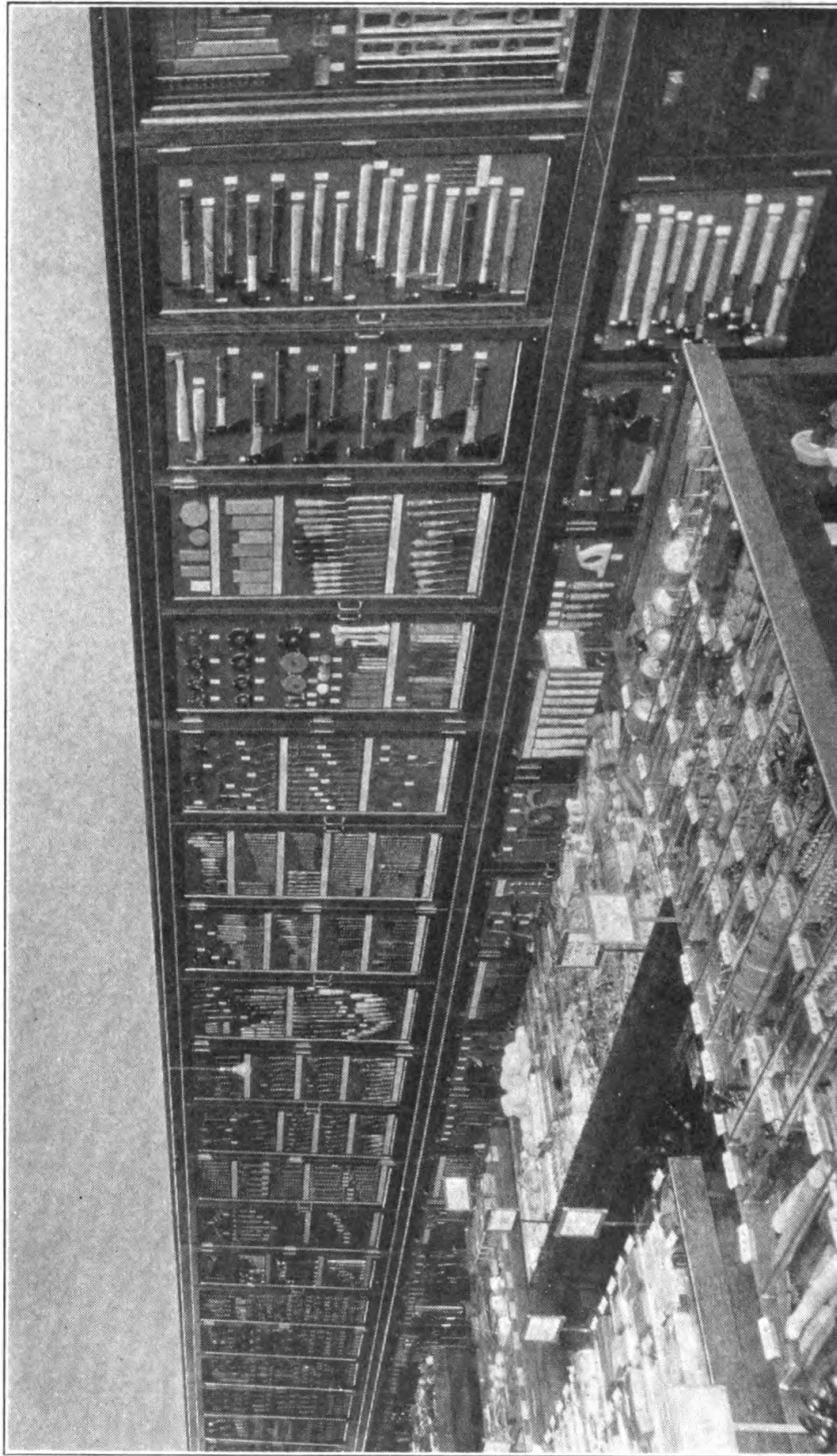
In this chapter we shall, therefore, discuss the panel doors—what a good panel display is, and how to build one.

Among tools, builders' and general hardware are many lines that run into variety. In arranging a hardware store it is our problem to display all of these items so as to increase sales, and at the same time make it possible for our customers to select their merchandise with the minimum of time and effort.

In previous chapters we said that items of popular demand and convenient bulk and size should insofar as possible be placed on tables or ledge displays. We must not lose sight of the fact that the display table is the most efficient piece of selling equipment known to the science of retailing.

But many items and lines do not adapt themselves to table displays. There are literally hundreds of items in

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The merchandise displayed on each panel is stocked behind the panel next to it so that articles can be gotten out without disturbing the panel the customer is studying

HOW TO MAKE PANEL DISPLAYS

the tool, builders' hardware, and general hardware lines that can best be displayed on panel doors.

The panel door is particularly well adapted for sampling items of small size—or items of a wide variety of sizes as, for example, drills—or items of different designs and use, as butts—or items of infrequent sale. Besides that, there are dozens of items in the average hardware line that do not readily classify themselves, that can be displayed to best advantage on panel doors.

We must, however, not attempt to display large bulky items on panel doors. Many dealers in the past have made the mistake of sampling on doors items that might better be sold on tables or in wall cases.

There is a difference of opinion as to where each particular item can best be sold, but many experts now believe that larger items such as hammers, saws, planes, levels, etc., can be much better displayed in a wall case (as described previously) than on a sample board. Some of the popular numbers can also be well displayed on tables and ledge displays.

Let us now discuss the practical considerations in sampling a panel door.

Panels should be without glass fronts.—It is well known that glass retards sales. Therefore it is best to have open panels without glass fronts. The chief advantage of a glass front is that it prevents merchandise from deteriorating and becoming shopworn. However, by coating merchandise subject to deterioration with lacquer, as will be explained later, this objection is largely overcome. There are some classes of merchandise, as for example precision tools, where lacquer would prevent the further use of the tool. They must, therefore, be displayed either behind a glass panel or in a show case. But for general purposes panel doors should not have glass fronts.

Merchandise that is sampled on a panel should be stored

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back of the adjoining panel.—The reason for this is obvious. When a customer has decided on an item which is one of a number sampled on the panel, the salesperson can open the adjoining panel door and hand the customer the identical article from stock without disturbing the door on which the original is sampled. It is not good policy to open a door in a customer's face, for maybe the customer will again want to refer to the original panel for further comparisons and in that event the panel is still in front of him.

This means more efficiency and less confusion in the aisles. Panel doors should be hinged so that they open like a cupboard, that is, in pairs.

Associated sales items should be placed on the same or adjoining panels.—If we place associated items close together, we can frequently make an additional sale to the customer. If a customer comes in for one thing and then immediately sees other items of interest to him, he may make further purchases.

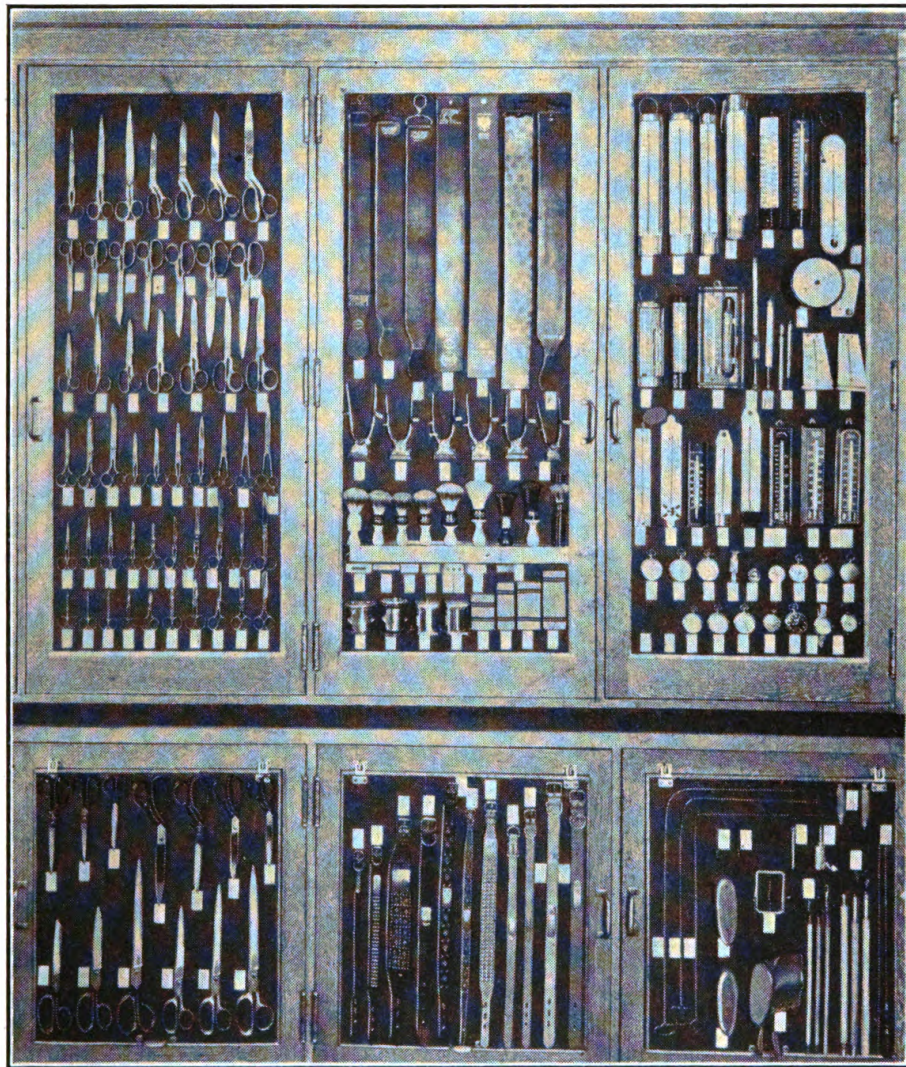
Strive for practical and not artistic setting of merchandise.—When you are selling tools, builders' and general hardware you are as a rule selling necessity merchandise. There is no need, therefore, to strive for an artistic setting or arrangement on the panel board. It is better to arrange the items on the panel so that they show up to the best advantage from the practical viewpoint.

Fancy designs and curved effects, therefore, have no place on a panel board for they frequently detract from the merchandise displayed.

Merchandise should be sampled to a straight line.—When merchandise is sampled to a straight line, it is an easy matter for the customer to compare one size with another. Furthermore, more merchandise can as a rule be sampled on a panel door when the various numbers are sampled in a straight line. The customer can generally make his selection in a shorter period of time.

HOW TO MAKE PANEL DISPLAYS

So far as possible place items on the panel in the position in which they are commonly used.—Butts and hinges, for example, should have their pins in an upright position because they are commonly attached that way when in use. The same is true of auger bits, chisels and punches. On the other hand, hammers or hack saw frames, if placed



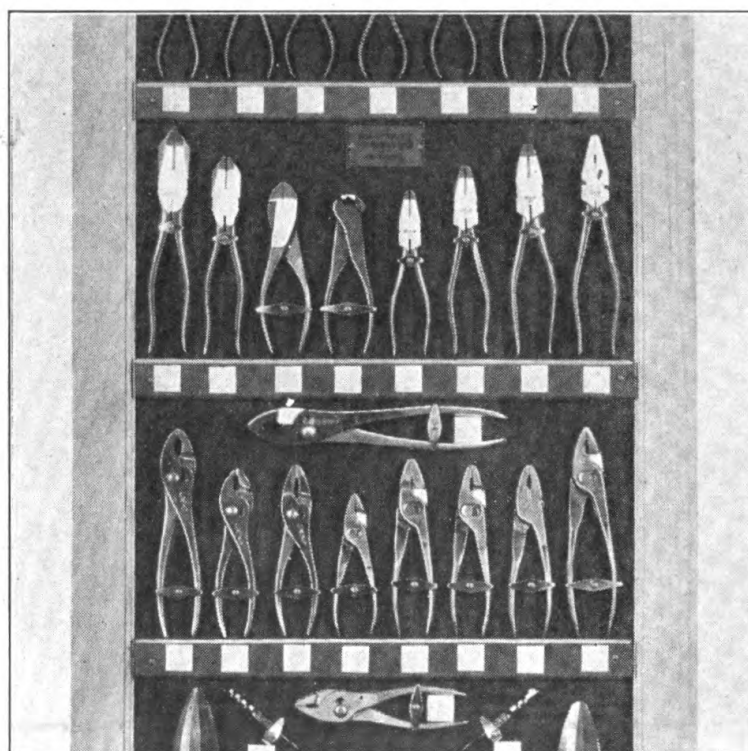
Note the display of associated articles, particularly on the upper center panel. Note too that these displays are simple and effective without attempting to be artistic

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on panels, should be fastened horizontally because they are used in that position.

The heavier and larger merchandise should be at the bottom of the panel.—When heavier and larger merchandise is placed at the bottom of the panel, there is a better balance to the arrangement. There is also less tendency for the panel to warp because of the weight.

Price and describe each item.—Every item sampled should be priced in plain figures. In addition, such information as size, weights, and location should also be included on the price ticket. The price ticket should be of sufficient size so that the information is readable and the price can be easily understood by the customer. The price ticket must, however, not be so large or so conspicuous as to detract from the merchandise itself.



Note the location and size of the price tags in this panel. Note that the pliers are displayed on a straight line so the customer can more easily compare sizes

HOW TO MAKE PANEL DISPLAYS

For items of wide variety and sizes the price strip extending across or partly across the panel board is a very convenient method of pricing. The price strip can be used particularly well with small items that run into variety as auger bits, files, drills, etc.

* * *

Now that we have discussed the general aspects of sampling a panel board, let us discuss step by step the procedure in sampling a board. There are various ways of proceeding yet the following, definite order, as illustrated in detail, has been found to be a very effective one.

1. Rearrange the stock on the wall shelving in the order in which it is to be sampled. Obviously before you can work on a panel door it must be removed from its hinges and laid in a horizontal position, preferably on a horse built for that purpose.

Next, lay out the items to be sampled on the panel in line with the principles laid down above. Leave from one-half to one inch margin around the panel, depending on whether or not the panel is placed in a frame.

As the articles are carefully laid out on the panel mark with a crayon pencil where holes are to be drilled for the wires that fasten the article to the panel board. Holes should be drilled so each wire is as inconspicuous as possible.

2. Lay out price tickets or price strips in their correct location under each item sampled.

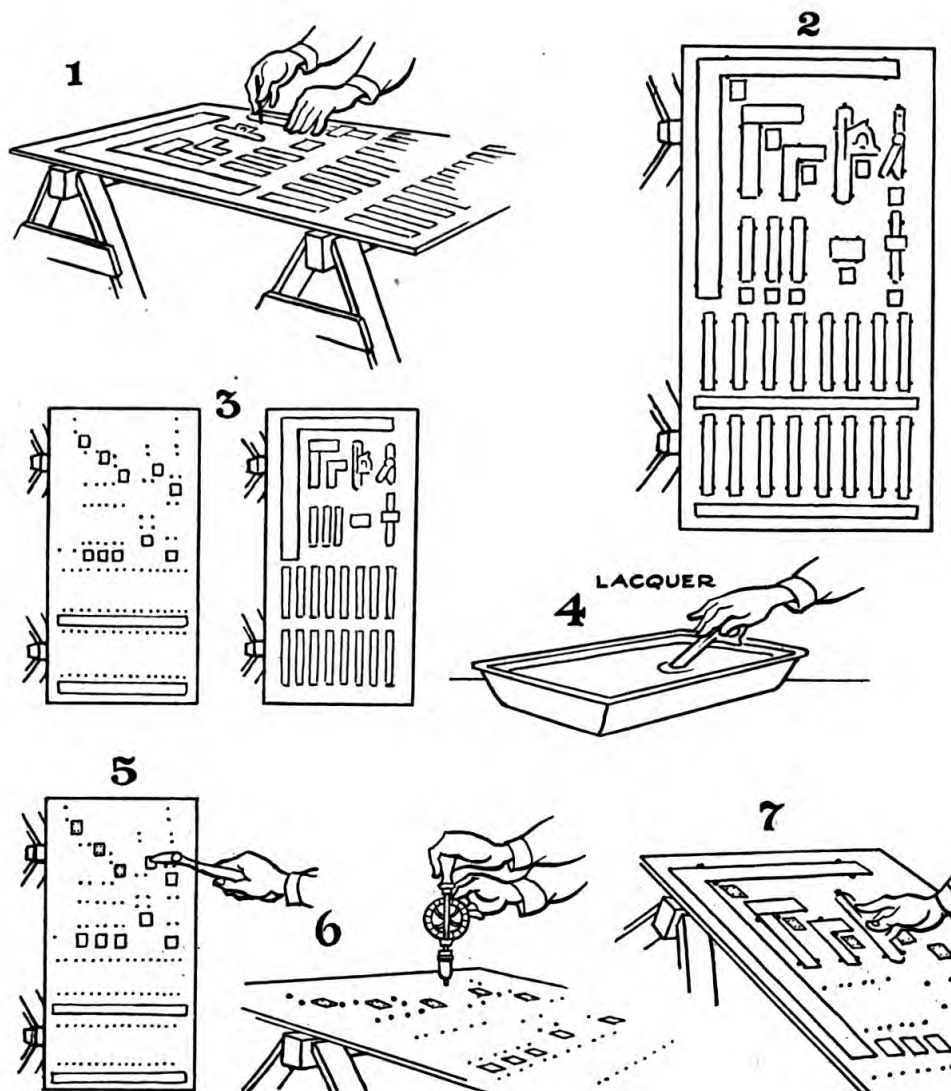
3. In order to work on the panel and protect the samples, it is necessary to next remove the items to be sampled from the panel. They should be carefully placed in the same relative position on a second panel so they can easily be placed back again later. Unless this precaution is taken confusion may result.

4. Items subject to deterioration and rust must first be

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These 14 Steps Will Help

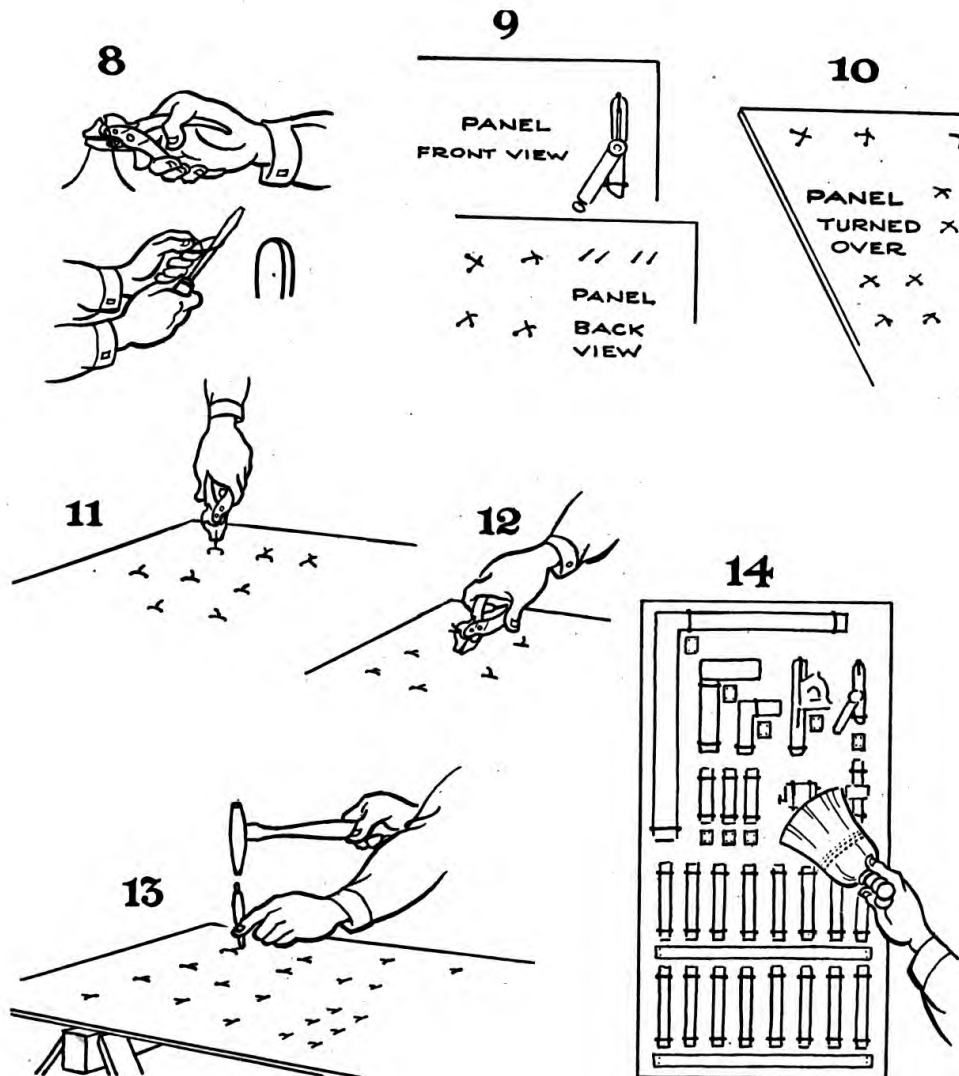


1. Arrange samples, mark holes for wire.
2. Arrange price tickets.
3. Transfer samples on a second panel in identical position.
4. Dip in lacquer items subject to deterioration.
5. Attach price tickets with 1½ ounce gimp tacks.
6. Drill 1/16 inch holes for wire as marked.
7. Transfer samples to first panel.

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HOW TO MAKE PANEL DISPLAYS

You Sample Your Panel Doors



8. Cut wire (20 gauge belt lacing) and loop for holding samples.
9. Fasten samples by running wire loops through holes, giving ends one turn with hand on back of panel.
10. Turn panel over.
11. Twist wires tight with pliers with pulling motion.
12. Cut off wires and flatten ends to back of panel.
13. Imbed ends of wires with nail set.
14. Brush off with whisk broom.

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given a protecting coat before they can be sampled. After thoroughly cleaning, dip each item in a good clear lacquer and replace in the same relative position on the second panel board.

5. Return to the first panel. Attach price strips or tickets with $1\frac{1}{2}$ ounce brass gimp tacks. These tickets should first be marked with the necessary price and other information.

6. Drill holes in the first panel as indicated by crayon marks, using a push, hand, or electric drill with a $1/16$ inch drill. Brush off the panel with a whisk broom.

7. After the lacquer is dry replace the items in their original correct location on the first panel.

8. Cut pieces of 20 gauge wire belt lacing just long enough (average 4 inches) so they will fit over the items to be fastened on the sample board with a length of $1\frac{1}{2}$ inches projecting on the back side of the panel. Belt lacing is preferable to ordinary wire because it will not rust or tarnish and is also strong and flexible. By looping the lacing over the blade of a screw driver the ends can easily be run through the holes.

9. Run the wires through the holes over the items to be sampled and give the ends on the back one twist with the hand. One twist is all that will be necessary to hold the items in place.

10. Now turn the panel over. The twist given the wire should be firm enough to prevent the items from disarranging themselves or falling off the panel boards.

11. Using a pair of pliers, twist the wires on the back of the panels pulling them toward you at the same time. This pulling motion while you are twisting the wires will make sure that the item is tightly fastened. It will also prevent the wire from breaking.

12. Cut off twisted wires about $\frac{1}{2}$ inch from where

HOW TO MAKE PANEL DISPLAYS

they come through the back of the panel, and flatten them to the panel.

13. Imbed the end of the twisted wires in the panel by using a nail set, to prevent the pricking of hands or the catching of clothing.

14. Set the panel up on end and brush off with a whisk broom.

It is impossible to lay down a definite rule as to what should be sampled on each door. That depends to a large extent upon the size of the store and the variety of stock.

The average hardware store, however, has about 18 individual panels or nine sets of doors—for panels must always be considered in pairs because the merchandise that is sampled on one panel should be stored behind the other.

Without any attempt to dispose of the problem in a final way, the following grouping of merchandise is offered by way of suggestion. The grouping is in the general order of location from the front to the rear of the store. It assumes that the space between the ledge and the floor is paneled as well.

In this grouping remember that it is assumed that items such as hammers, saws, large levels and squares are displayed in open wall cases, wall ledges, and on display tables. Such items are therefore not included in the following suggested groupings:

Set No. 1 (*two doors*)

Above ledge.

Screwdrivers, plain, spiral and ratchet.

Screwdriver bit and reamers.

Automatic drills.

Carpenter chisels.

Auger bits, extension bits, etc.

Below ledge.

Car bits, taps and dies.

Ship auger bits.

Wood handles.

Set No. 2 (*two doors*)

Above ledge.

Pliers—combination, side cutting, round nose, gas, offset, pincers, etc.

Harness punches.

Wrenches—open end and tap-pet, etc.

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Below ledge.

End nippers.
Snips.
Large pliers.
Stillson wrenches.
Agricultural wrenches.

Set No. 3 (two doors)

Above ledge.

Chisels, cold chisels.
Punches.
Rivet sets, nail sets.
Twist drills.
Pipe dies.
Files of all kinds, etc.

Below ledge.

Star drills.
Plumber chisels.
Bull points.
Large chisels.

Set No. 4 (two doors)

Above ledge.

Rules, tape lines, caliper rules.
Carpenter pencils, chalk.
Scratch awl, T and bevel squares.
Sharpening stones, plumb bobs.
Dividers, butt gauges.
Spoke shaves, saw sets.
Small levels, level glasses, etc.

Below ledge.

Floor scrapers.
Grooves, edgers.
Trowels, etc.

Set No. 5 (two doors)

Above ledge.

Electrical goods:—
Flush plates and receptacles.
Two and three way plugs.
Wall sockets.
Fuse plugs.
Chain and key socket.
Bells, shade holders.
Switches—all kinds.
Iron plug, cord set.
Pipe strap.
Connectors.

Lamp cords.

Cover plates.

Bath room fittings, etc.

Below ledge.

Outlet boxes and covers.
Faucets.
Gate valves.
Nipples.

Set No. 6 (two doors)

Above ledge.

Padlocks, rim locks.
Mortise locks, night latches.
Chest, drawer, suitcase and wardrobe locks, etc.

Below ledge.

Clamps.
Hasps.
Barrel bolts.

Set No. 7 (two doors)

Above ledge.

Builders' hardware.
Locks, latches and escutcheons.
Hinges—all kinds.
Butts—all kinds.

Below ledge.

Pulleys.
Galvanized hooks and eyes.
Spring foot bolts.

Set No. 8 (two doors)

Above ledge.

Miscellaneous.
Cupboard turns and catches.
Transom and casement catches.
Sash locks, pulls, lifts, door pulls, etc.
Chest handles, springs.
Drawer knobs, cord pulls.
Mail letter plates.
Box corners.
Mending plates.
Screen buttons, transom chains.
Casters, caster cups.
Pole sockets, numbers.
Brackets for window shades, etc.

HOW TO MAKE PANEL DISPLAYS

Below ledge.

Shelf brackets.
Corner irons.

Set No. 9 (two doors)

Above ledge.

Paint brushes, varnish brushes.
Putty knives, glass cutters.
Paper rollers and cutters, etc.

Below ledge.

Household brushes.

A 10th set of panels might include:

Above ledge.

Screw hooks, screw eyes.
Staples, hooks and staples.
Gate hooks and eyes.
Brass cup hooks.

Shoulder hooks.

Right angle hooks.
Awning hooks.
S hooks.
Bird cage hooks and springs.
Bird feed cups.
Pole rings.
Sash brackets.
Picture chain and hooks.
Picture wire.
Vestibule brackets.
U bolts and nuts.
Key rings, etc.

Below ledge.

Samples of:

Brass rods.
Wood poles.
Brass covered poles.
Hammock hooks, etc.

The small store will generally have a limited stock. If there are only, say, five or six sets of doors it will be necessary to combine sets of associated products as outlined above.

Several more panels are necessary in some stores depending upon the lines carried. In many stores panels of precision tools, plumbing goods, etc., are necessary.

XIV

GOOD LIGHTING WILL INCREASE YOUR SALES

IF WE have a well-arranged store, we must make sure it is correctly lighted.

We may have the best possible arrangement and displays, but unless they are properly lighted they will do us little good.

We must remember that light attracts—that busy stores are generally well lighted. Dark, dingy, gloomy stores are not inviting and people do not like to trade in them.

We found in previous chapters that complete customer circulation is necessary if we are to increase our sales. But people do not circulate freely in a poorly lighted store. By lighting up the store completely—every corner of it—we go a long way toward attracting customer circulation.

Many city stores use their lights even on a bright sunny day. They have found that customers are easily attracted inside the store if the interior is as light or lighter than the outside.

In planning the lighting of a hardware store many things should be taken into consideration. The color of the walls and ceiling; the height of the ceiling; the height of the lighting units above the floor, and the lighting used by adjacent stores, all enter into the problem.

If possible, both the interior and window lighting should be better than that of the adjoining stores. This

STORE LIGHTING

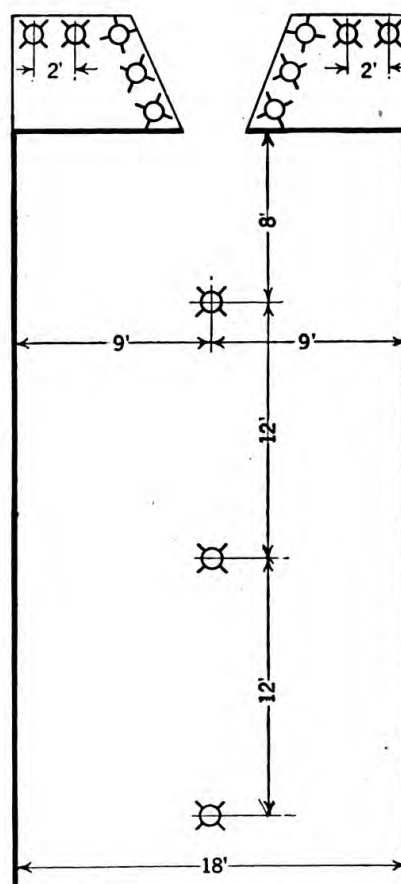
will make your store stand out from other stores, and hence attract customers.

The color of the walls and ceiling is very important. If your walls are painted a grey, for instance, 74% of the light is absorbed. This means poor lighting economy. A good combination for the retailer to use when painting is an ivory ceiling with a light tan, cream or buff side wall. An ivory-white surface, for example, reflects 79% of the light rays, while a buff color will reflect 63% of the light rays.

Lighting units should be placed from 9 to 11 feet above the floor, depending upon the height of the ceiling. If the lighting unit is lower than 9 feet the light is not properly diffused, and, contrary to popular belief, its efficiency is lessened.

Accompanying this chapter are shown two lighting plans. One shows the lighting units necessary for a store 18 feet wide, and the other for a store 28 feet wide. A store more than 18 feet wide needs two rows of lights, while the store 18 feet or less in width needs but one row.

As a general rule 150 or 200-watt lamps should be placed on 10 foot centers. A narrow store can use lights up to 300-watts to

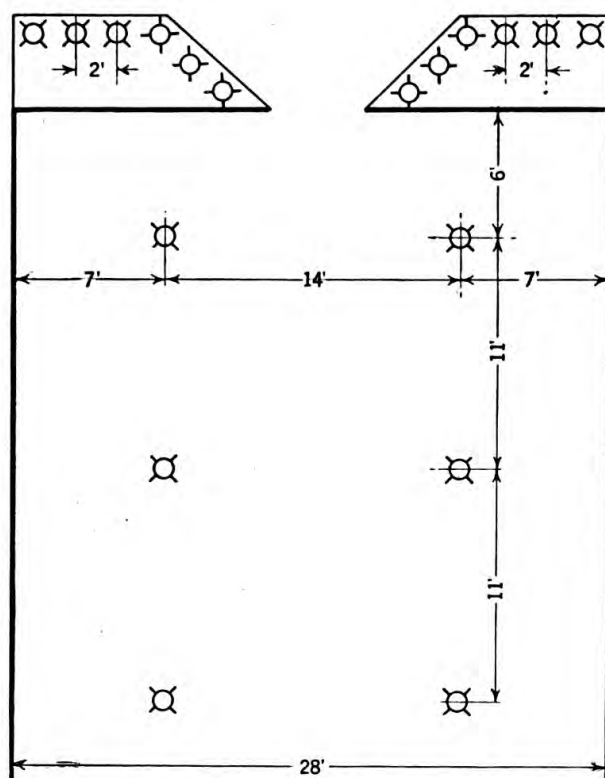


In stores of 18 feet or less in width one row of lights is sufficient. An intensity of 300 watts is generally necessary. Units should be from nine to 12 feet apart—usually 11 feet from the floor. 150 to 200 watt lamps from 18 to 24 inches apart are used in the windows

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advantage, and 300-watt lamps are also economical for the large store.

The spacing of units should be in direct proportion to the height of the unit from the floor. The ceiling height is a factor. For example, if a store has a 10-foot ceiling the lighting units should be placed closer together and also closer to the floor than in a store with a 16-foot ceiling, where the units should be farther apart and also farther from the floor. In the latter case a higher watt lamp should be used.



In a store of more than 18 feet in width two or more rows of 300 watt lights are needed. Units should be from nine to 12 feet apart. With a 14 foot ceiling they should be 11 feet from the floor. 150 to 200 watt lamps from 20 to 24 inches apart are used in the windows

The type of fixture considered most efficient for hardware store lighting is shown in Figure I. It is known as a direct enclosing light unit. This type diffuses 60%

STORE LIGHTING

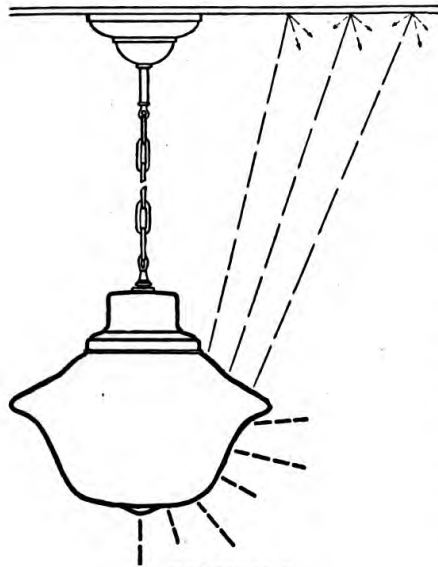


FIGURE I

This type of lighting unit, known as the enclosed direct light, is very satisfactory for hardware store lighting. It can be secured in a variety of styles and sizes

of the light downward, provides a brighter appearance and furnishes excellent illumination for shelves, fixtures, tables and other store equipment.

Units of a proper size and a good quality of diffusion glass should be chosen so that they will not be too glaring, but diffuse the light evenly. The enclosed light is available in different forms and sizes.

The semi-enclosed, indirect, or semi-indirect types of lighting fixtures have some advantages, but on

the whole are not as satisfactory for hardware store illumination as the enclosed light.

Tests conducted by lighting experts show that the proper method of lighting windows is to conceal the lamps in reflectors at the top of the window as shown in Figure II. Well mirrored reflectors should be used to get the greatest reflection possible. All reflectors should be concealed from view so they are out of the line of vision. A valance is quite frequently used to conceal the lighting source from the customer standing outside the window. Reflectors can also be set in the ceiling so the bottom of the reflector is flush with the ceiling.

The lighting unit is generally placed near the front of the average window, about seven feet from the base. Where the ceiling is higher than seven feet, a false ceiling can be erected.

In event the window is deeper than four feet, the

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lighting unit can either be placed higher, or a unit should be used that will direct the light the entire depth of the window. When the window is more than four feet deep, or the fixture more than seven feet from the base of the window, lamps of a higher intensity should be used.

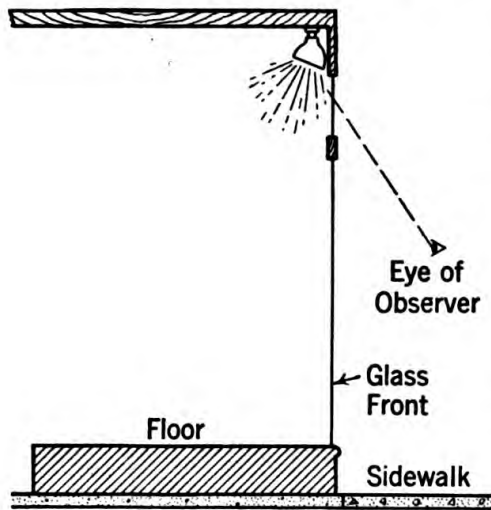


FIGURE II

Good lighting—In the above arrangement the lighting unit is out of sight and the light is reflected down over the display. None of it is wasted on the ceiling or the sidewalk

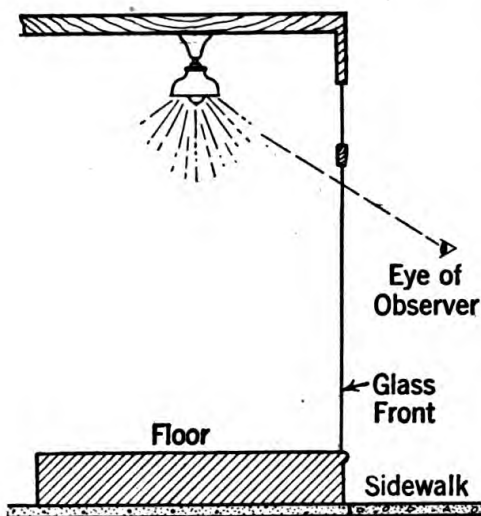


FIGURE III

Poor lighting—This arrangement is not as good as the concealed lighting shown in Figure II. A part of the bare light can be seen, resulting in a glare

A good reflector will provide a perfect diffusion of light for distribution over the window display, thus eliminating wasted light on the ceiling and the sidewalk outside the store. The result is that the energy consumed is utilized to the greatest advantage in lighting the merchandise in the window.

The best practice is to locate the lighting units at regular intervals. The floor lighting plans show the location of lighting units in various sized windows.

One hundred and fifty-watt lamps with individual reflectors should be placed from 20 to 24 inches apart

STORE LIGHTING

in the average store. In some city stores where streets and adjacent stores are well illuminated, it may be desirable to use 200 watt lamps and the units as close together as 12 inches. Outlets should be provided for the use of flood lights, spot lights and special displays, when desired.

A light suspended in the window is very unsatisfactory, and is absolutely objectionable if the bulb itself can be seen, or if the brightness of the enclosing glass used is excessive. Figure III is an example of poor window lighting.

Figure II provides a good typical lighting arrangement.

After the lighting fixtures are installed we must make sure that they are not neglected. Often stores that are clean in every other respect are found to have dingy lighting units. Lighting units should be cleaned with soap and water every month. It is unwise to pay for light you do not get.

Neither is it economical to use lamps as long as they will burn. High powered lamps will light efficiently for about 1000 hours. Lamps, therefore, should be replaced about every three or four months. A dirty, smoked, bluish looking lamp uses more current and gives less light than it is worth.

Nothing will detract so much from a store in this day of good merchandising as poor lighting. People never have a good opinion of a dark, dingy, gloomy store, even though it may be excellent in other particulars.

Proper lighting is therefore one of the most important factors in making our modern hardware store attractive—the kind of store that people will like to buy in—and the kind of store that will make money for the owner.

XV

INTERIOR VIEWS

IN previous chapters we discussed in logical order the various problems of hardware store arrangement.

The hardware business is done under a wide variation of conditions. One man has a large business, another a small one. One has a wide store, the other a narrow store. One dealer specializes in one particular type of merchandise, another specializes in something entirely different.

The arrangement of each individual store, then, must be worked out on the basis of local conditions. While the underlying principles of hardware store arrangement are the same in all stores and under all conditions, yet their application must differ in every case. There is no such thing, then, as a rigid standardized store plan.

Information and examples of how other dealers have worked out their problems are particularly helpful. In the following pages of this chapter are a number of views showing what dealers have done and how they have solved some of their problems in modernizing their stores.

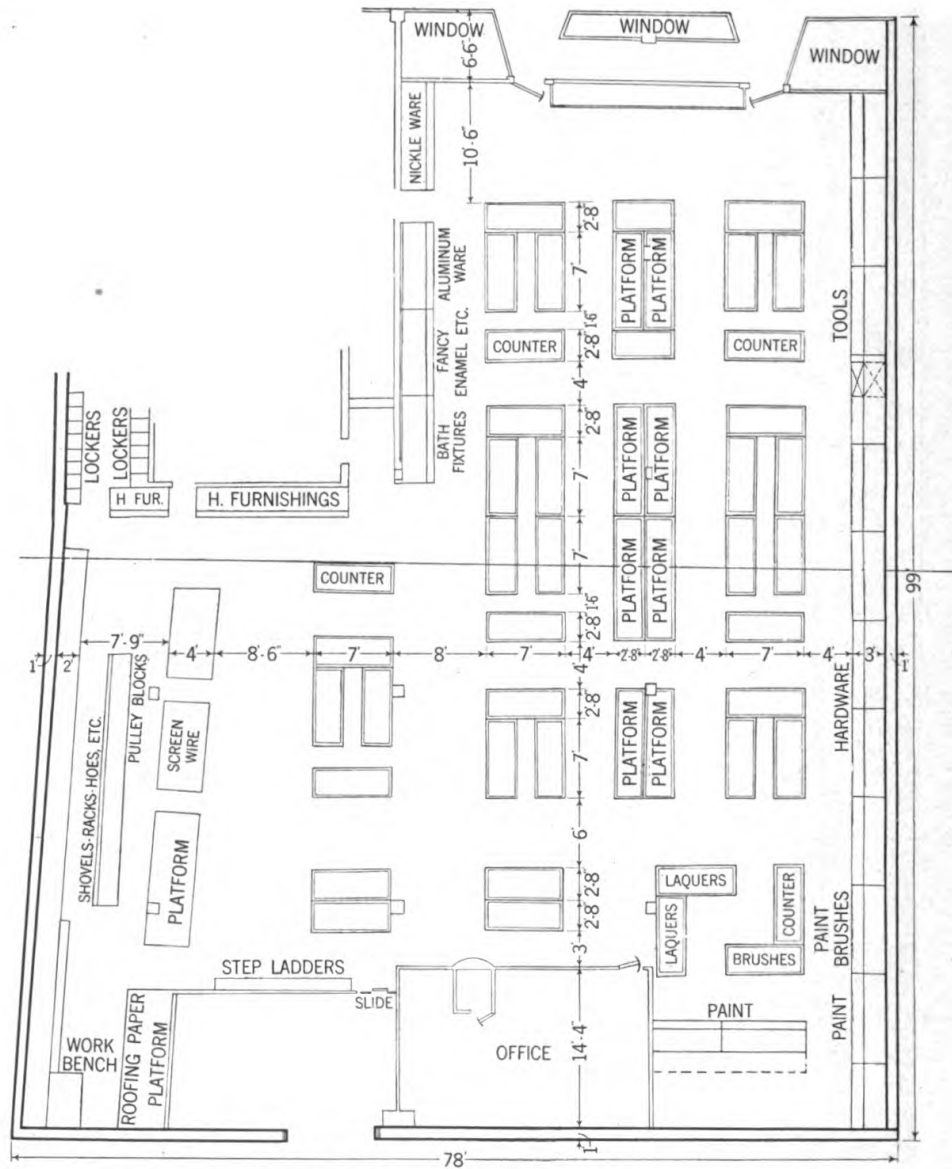
In some cases the arrangements they have can be improved upon, and in minor details they may even violate some of the principles we have developed thus far. They represent, however, the judgment and experience of practical hardware men and the reader can secure a great many worth-while suggestions by studying them.

INTERIOR VIEWS



Courtesy W. C. Heller & Co.
There is nothing high enough to obstruct the view in the store of the A. M. Griffen Company, Plainfield, N. J.

THE MODERN HARDWARE STORE



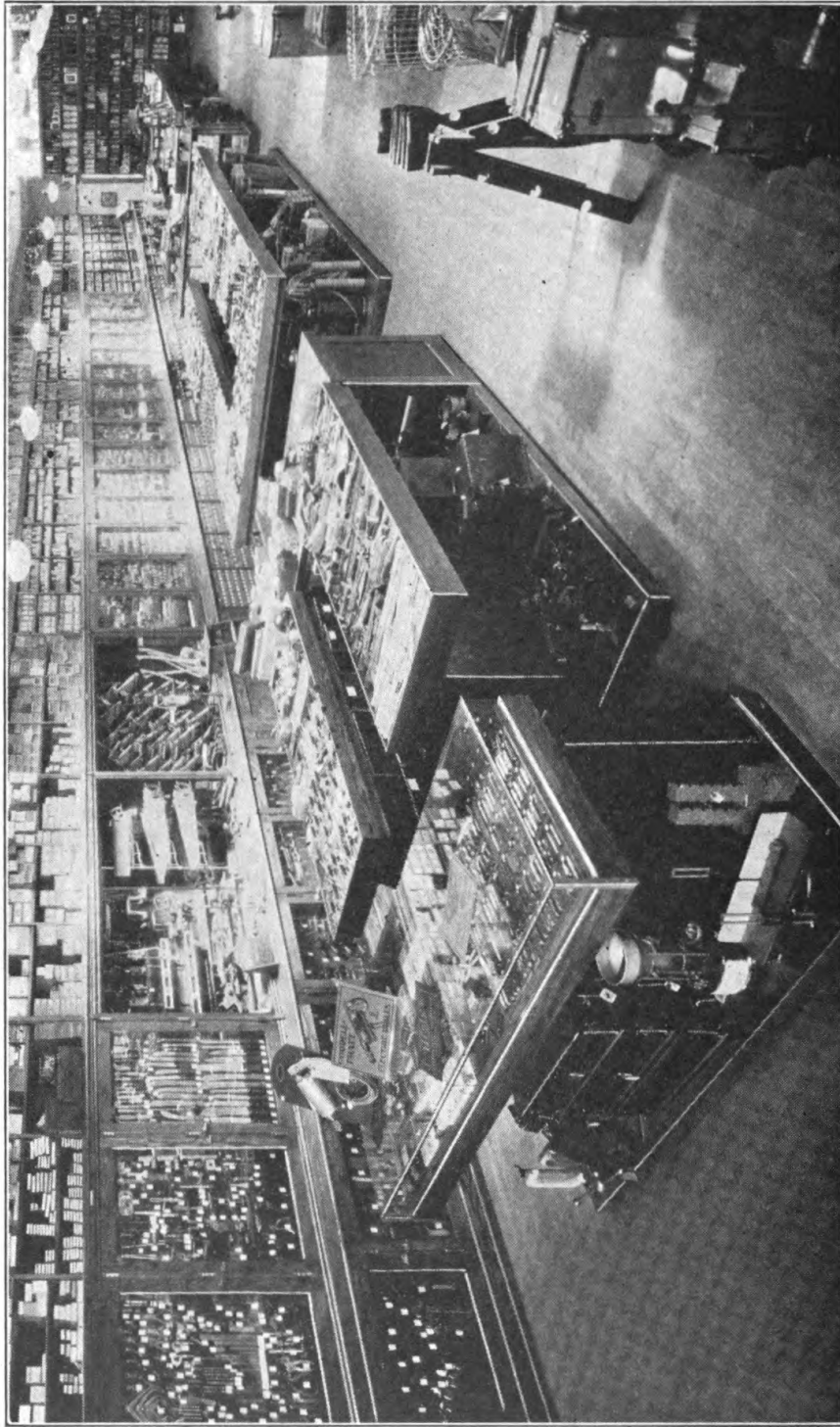
The floor plan of the A. M. Griffen Company, Plainfield, New Jersey

INTERIOR VIEWS



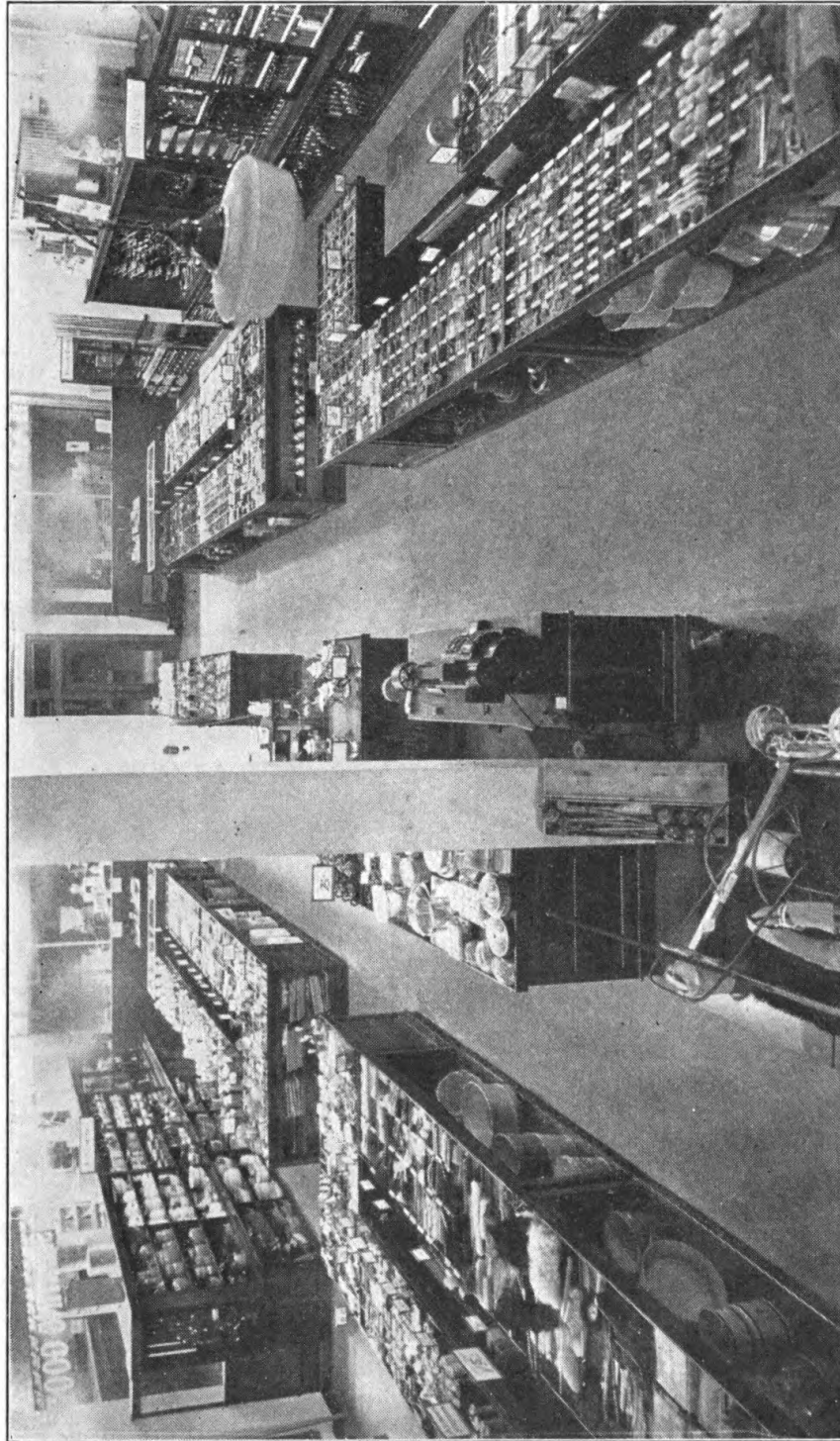
Courtesy W. C. Heller & Co.
The house furnishings department of the A. M. Griffen Company, Plainfield, New Jersey

THE MODERN HARDWARE STORE



Courtesy W. C. Heller & Co.
A side view of the store of the A. M. Griffen Company, Plainfield, New Jersey

INTERIOR VIEWS



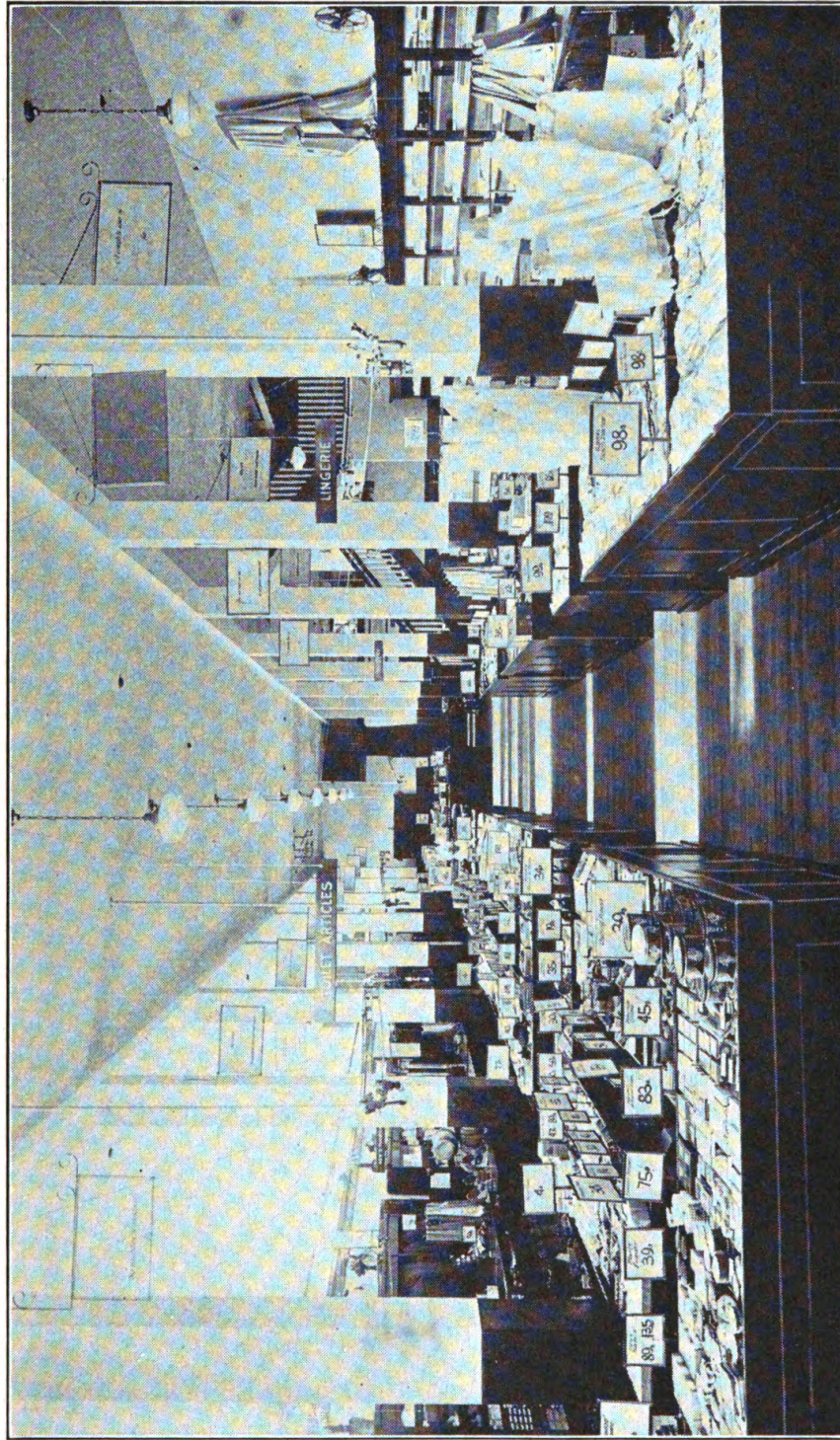
Courtesy Duluth Show Case Co.
A general view looking toward the front of the C. W. & R. Thatcher store, Asbury Park, New Jersey

THE MODERN HARDWARE STORE



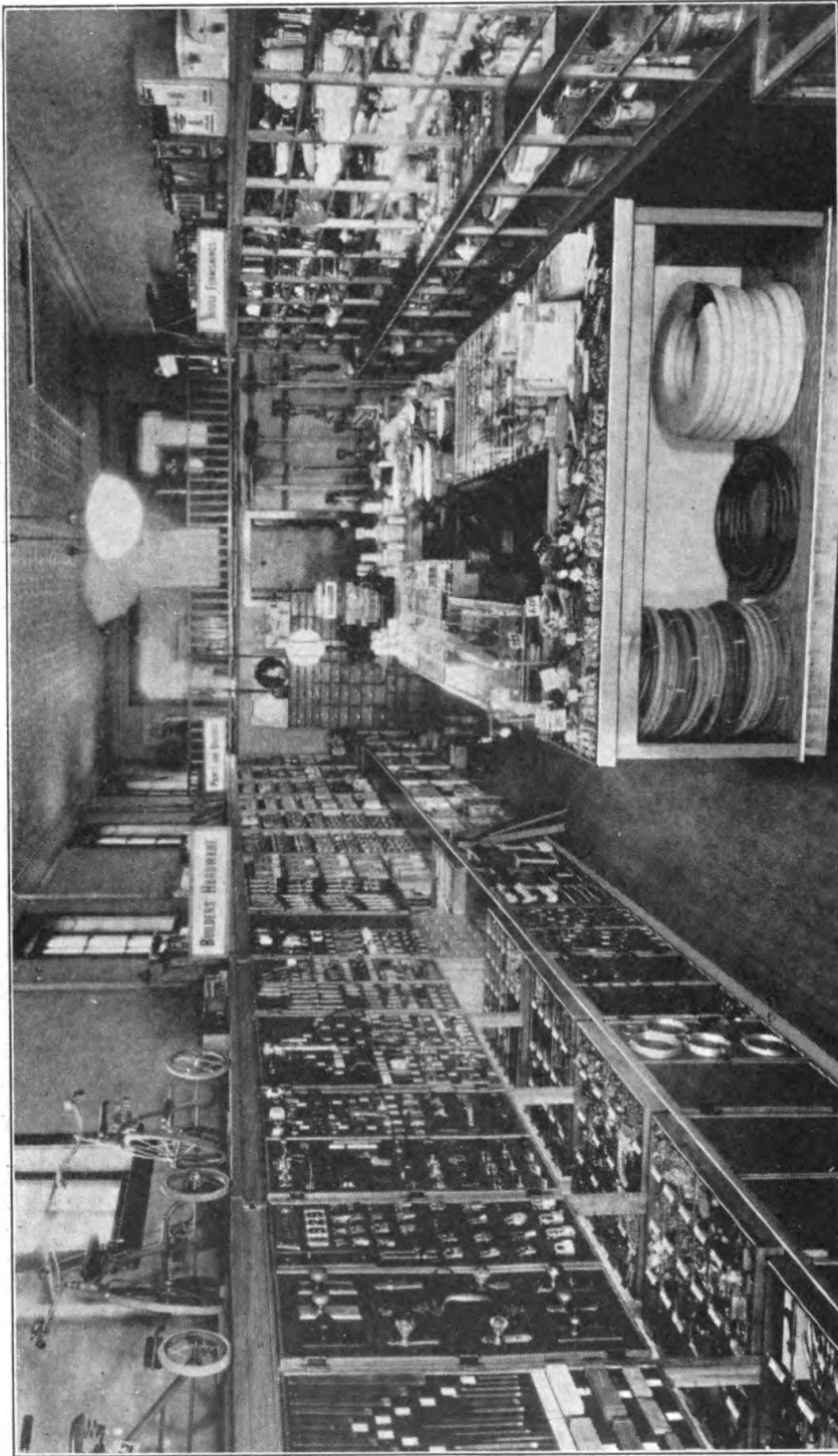
The tool and builders' hardware department of C. W. & R. Thatcher, Asbury Park, New Jersey

INTERIOR VIEWS



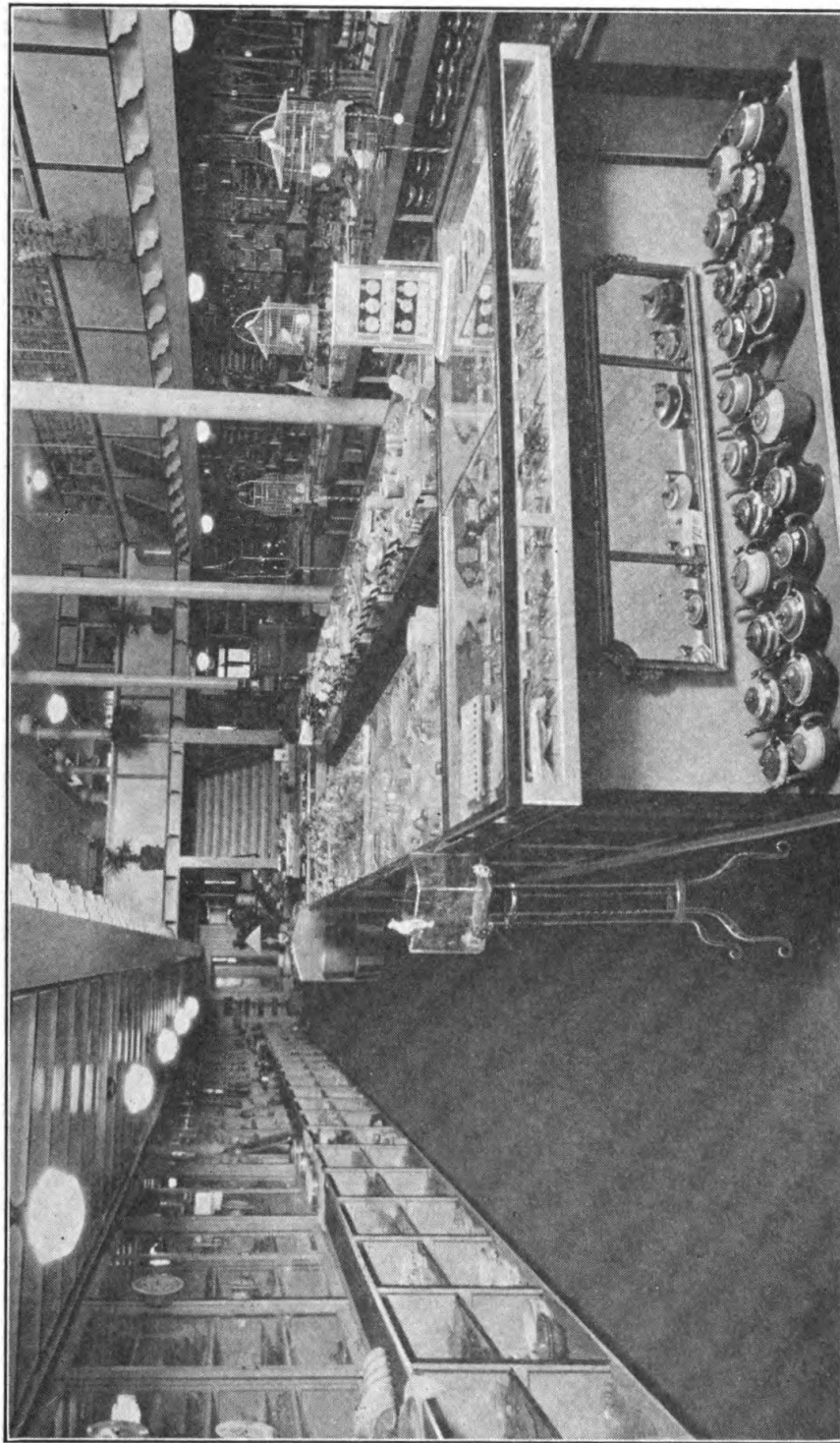
The open display principle is used throughout in Montgomery Ward & Company's retail store

THE MODERN HARDWARE STORE



Courtesy Duluth Show Case Co.
Note the attractive ledge display on the left side of the store of Grapes Brothers, Minneapolis, Minnesota

INTERIOR VIEWS



There is a cozy atmosphere about the store of R. B. Cranston, Woodland, California

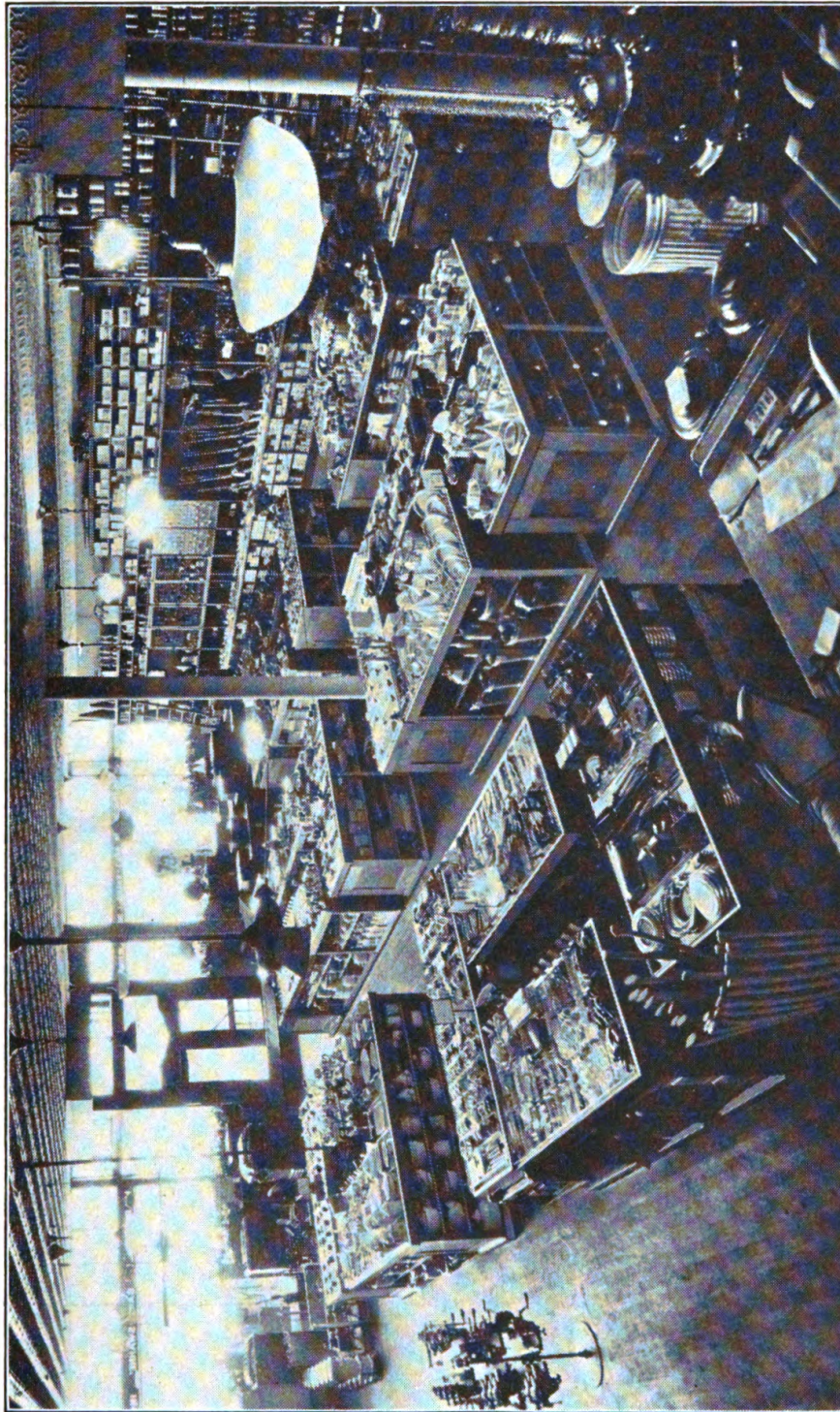
THE MODERN HARDWARE STORE



Courtesy W. C. Heller & Co.

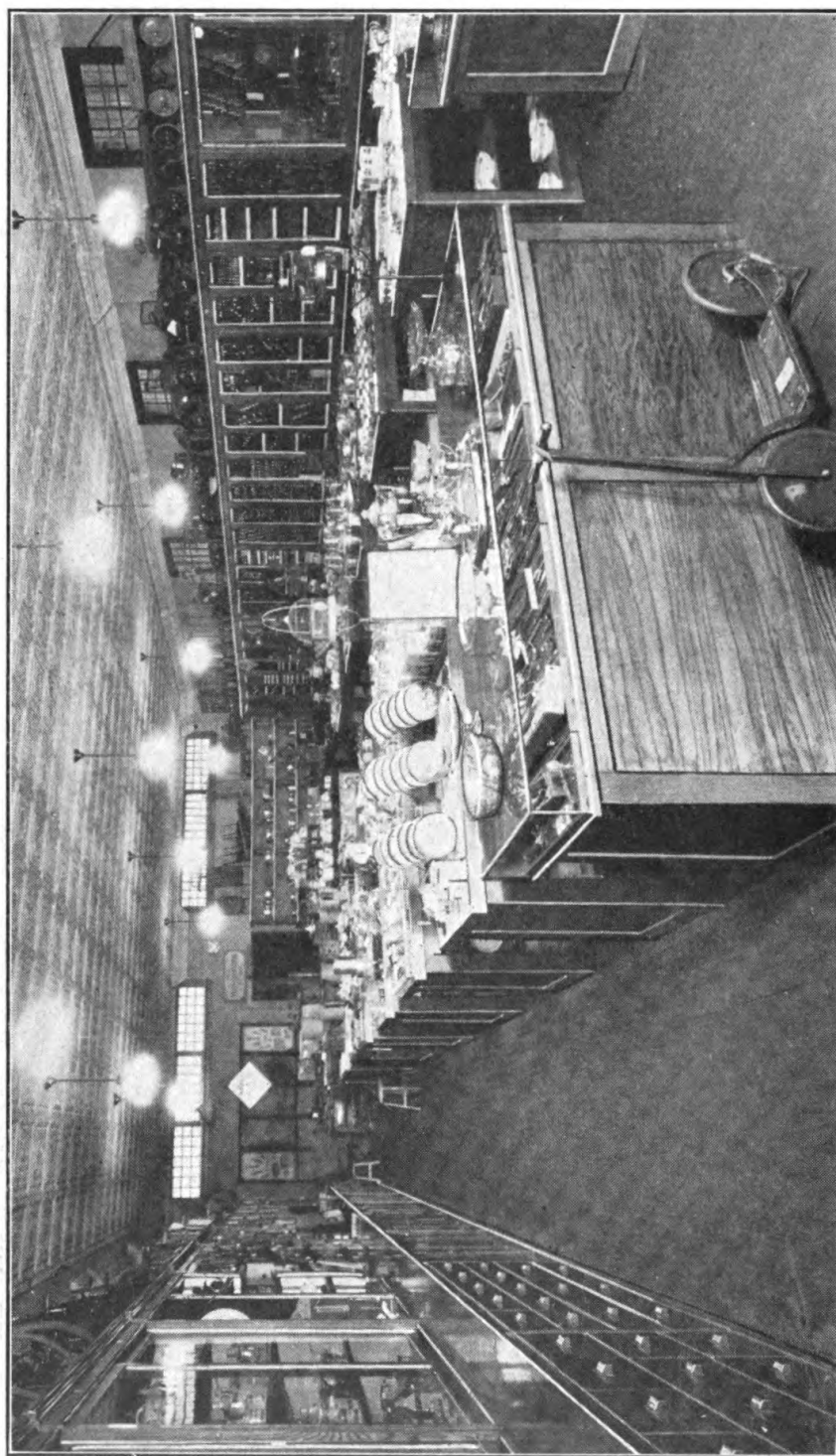
A closeup of the store of E. L. Hoffman, Chicago, Illinois

INTERIOR VIEWS



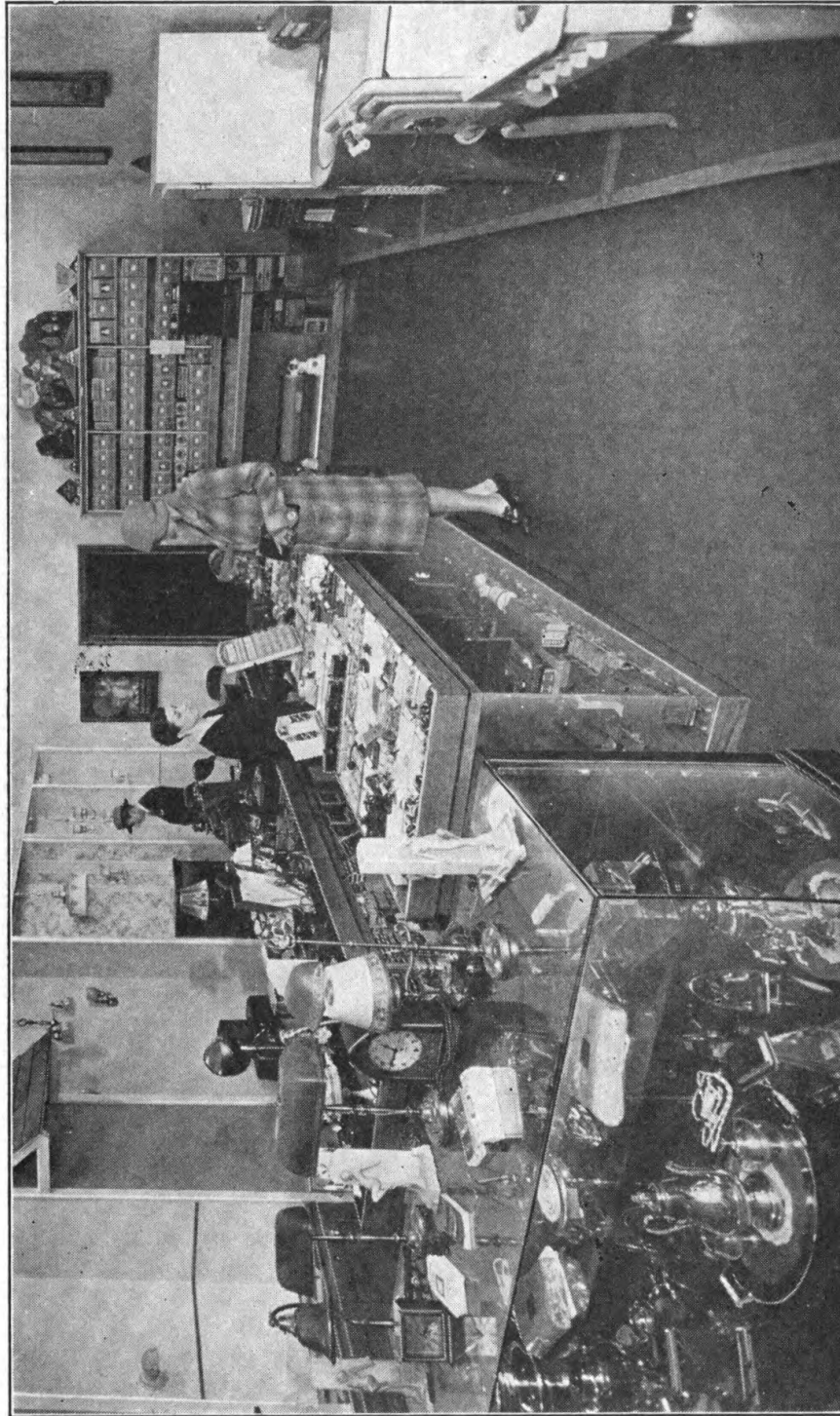
Four unit islands are used exclusively in this arrangement

THE MODERN HARDWARE STORE



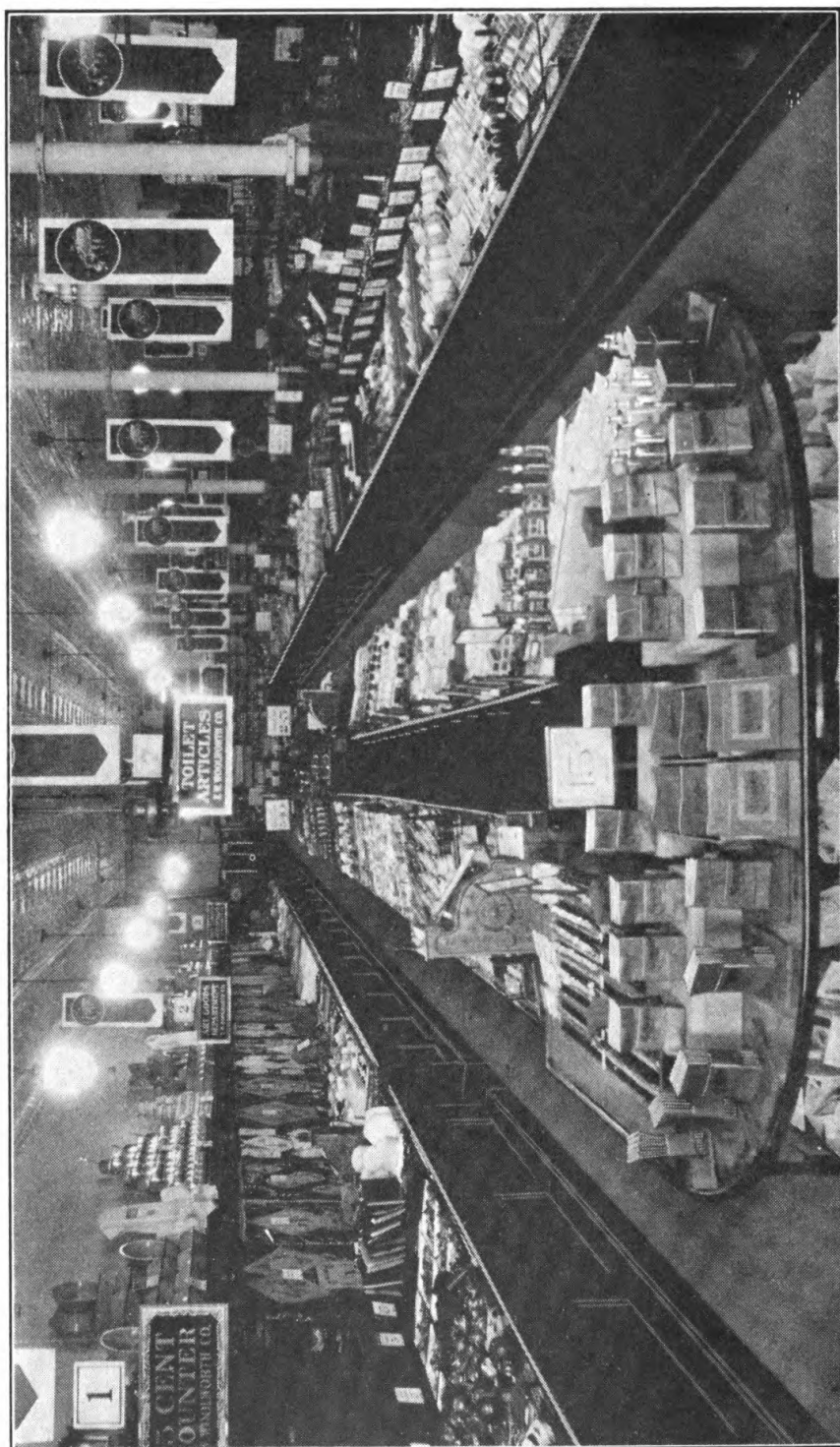
An interior view of the store of F. J. Pekoc, Jr., Cleveland, Ohio

INTERIOR VIEWS



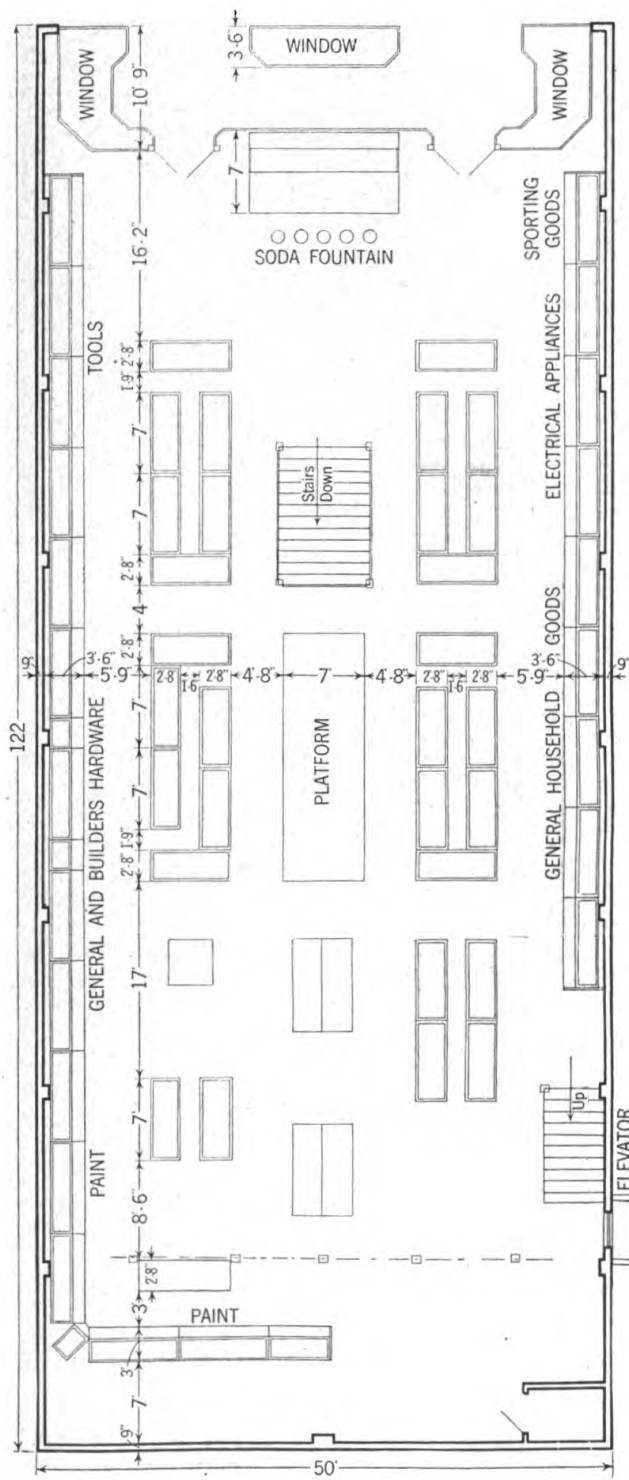
How the modern electrical store uses the island principle of arrangement as demonstrated in the model store of The Westinghouse Electrical & Manufacturing Company, Inc.

THE MODERN HARDWARE STORE



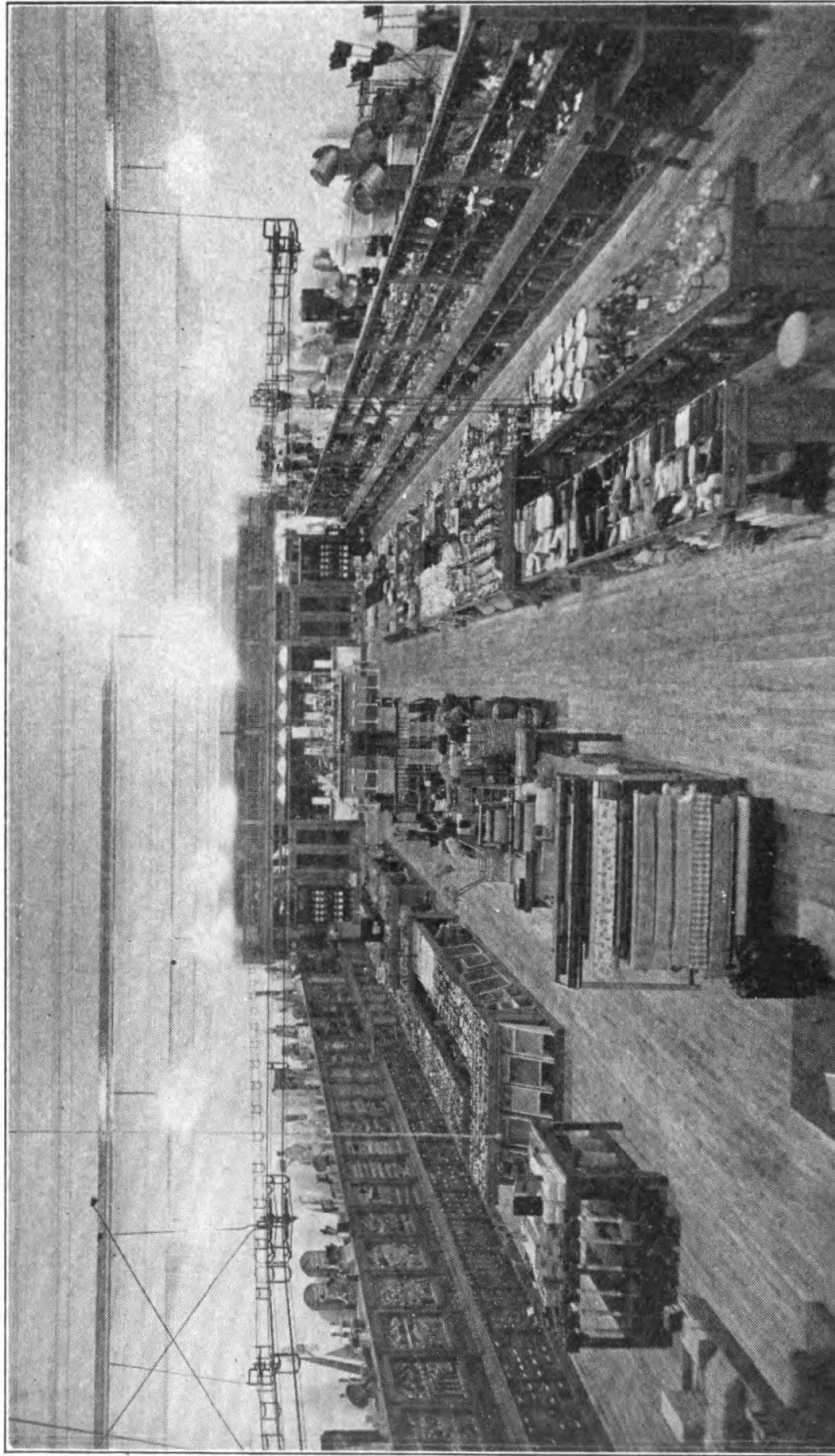
Woolworth stores were pioneers in the use of table and island arrangements

INTERIOR VIEWS



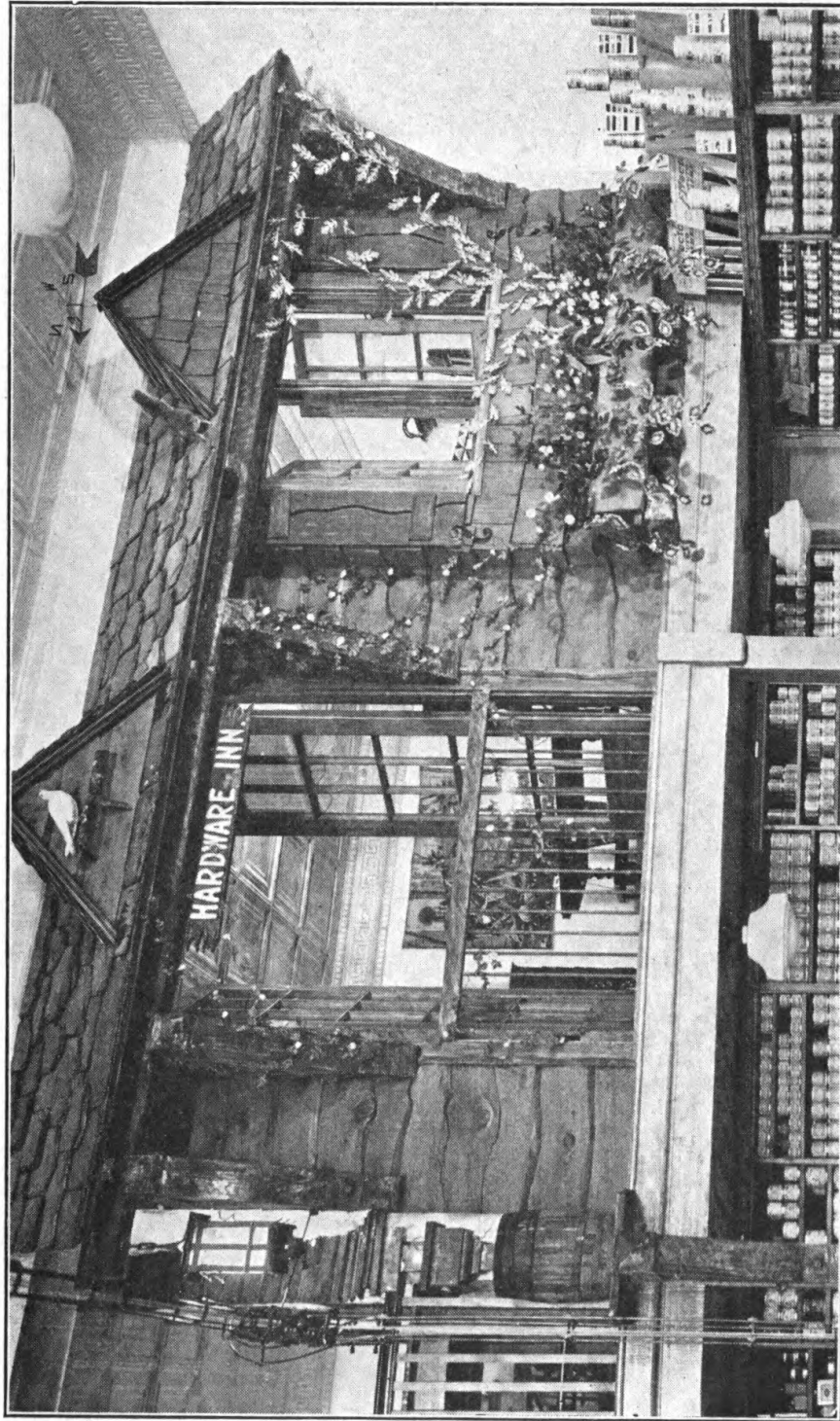
The floor plan of Snyder and Robins, Inc., Asbury Park, N. J.

THE MODERN HARDWARE STORE



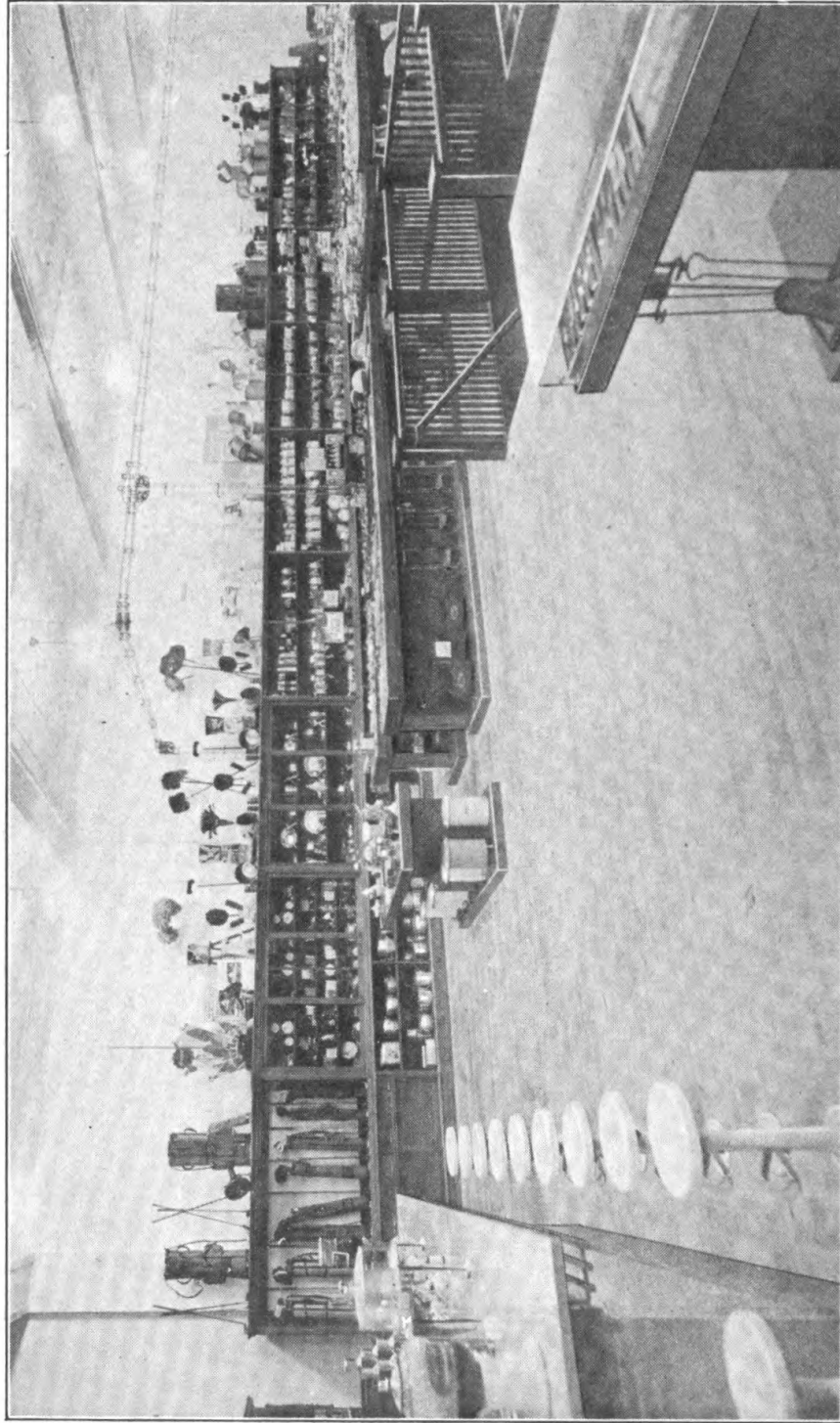
Courtesy W. C. Heller & Co.
Note the soda fountain between the front doors of the store of Snyder & Robbins, Inc., Asbury Park, New Jersey

INTERIOR VIEWS



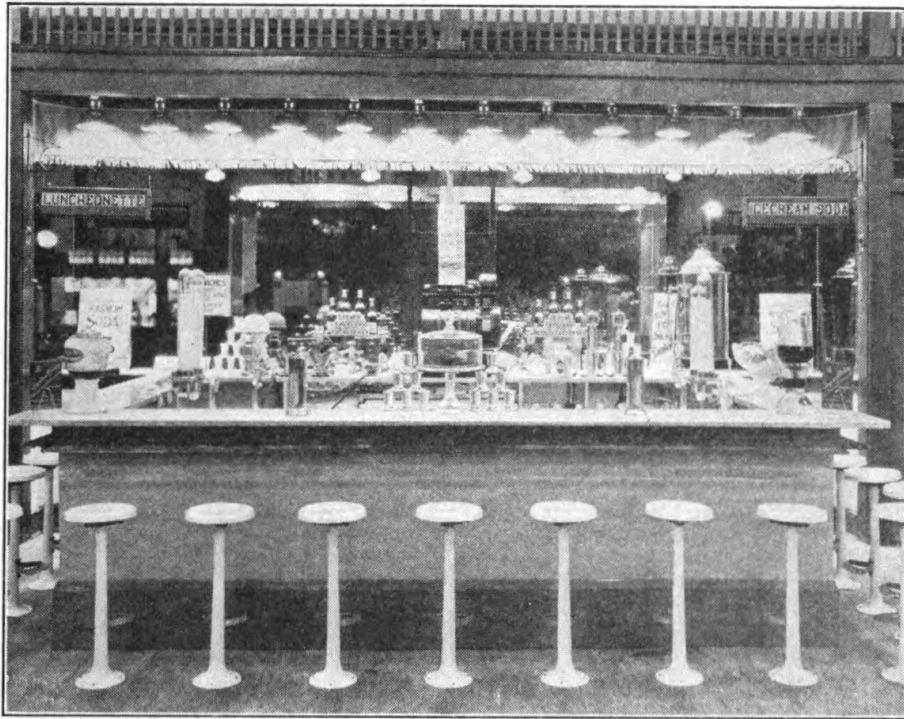
This rustic Hardware Inn is located on the mezzanine of Snyder & Robins, Inc., Asbury Park, New Jersey

THE MODERN HARDWARE STORE



The stairs to the basement sales room, and the soda fountain are given prominence in the front of the store of Snyder & Robins, Inc., Asbury Park, New Jersey

INTERIOR VIEWS

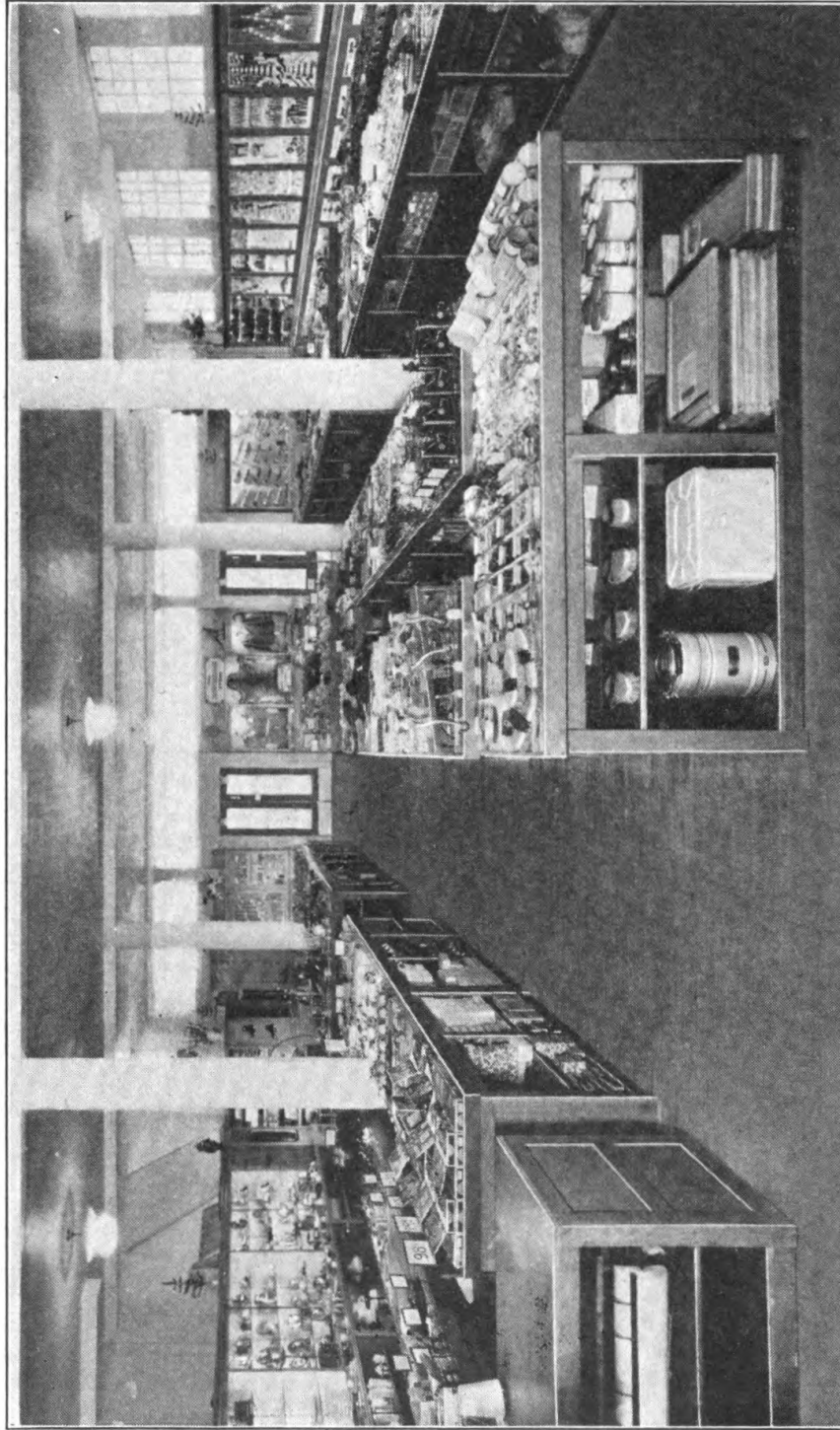


A close-up of the soda fountain and luncheonette that is used to draw trade in the store of Snyder & Robins, Inc., Asbury Park, N. J.



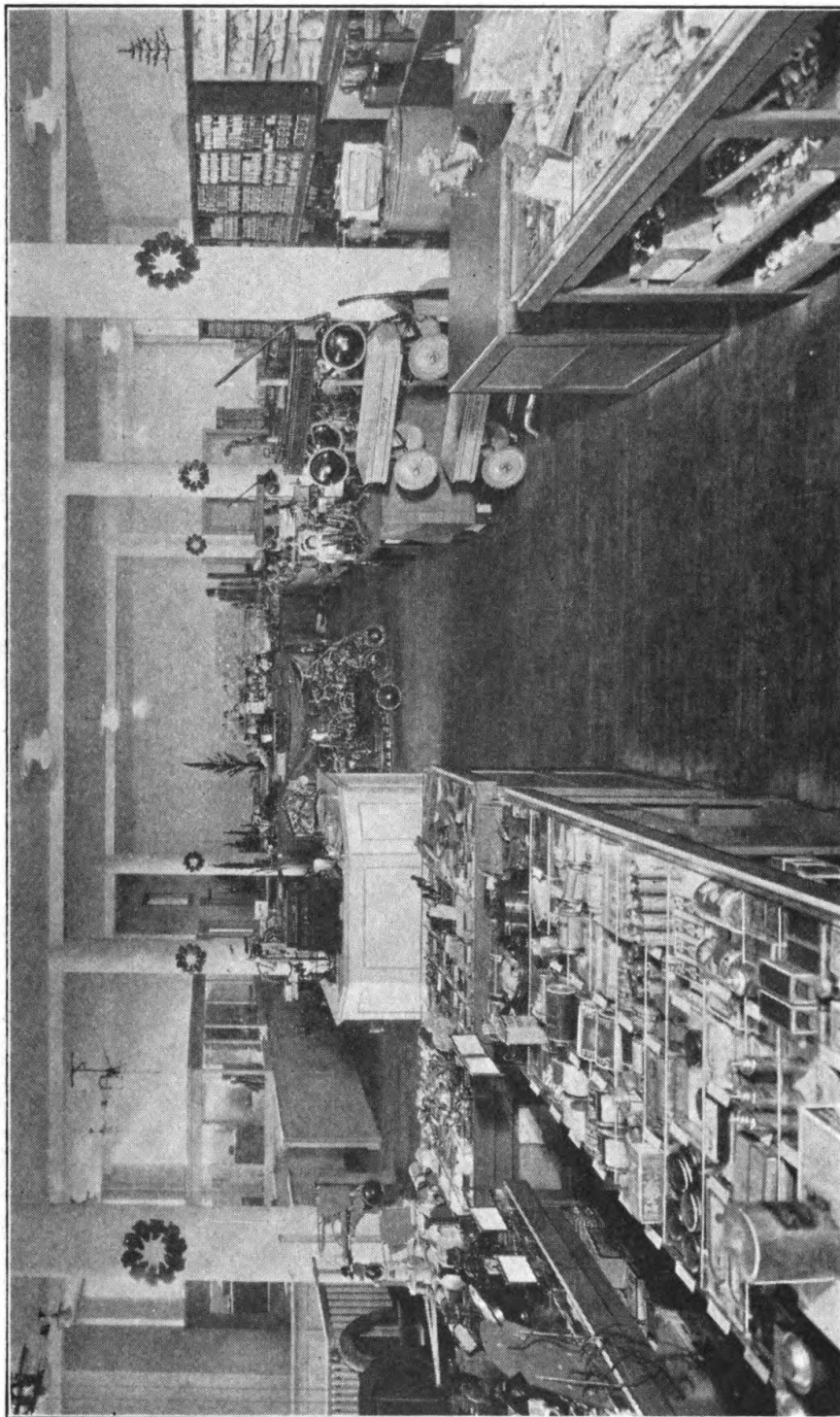
C. C. Schlatter & Company, Inc., Fort Wayne, Indiana, make it easy for the home builders to select their hardware

THE MODERN HARDWARE STORE



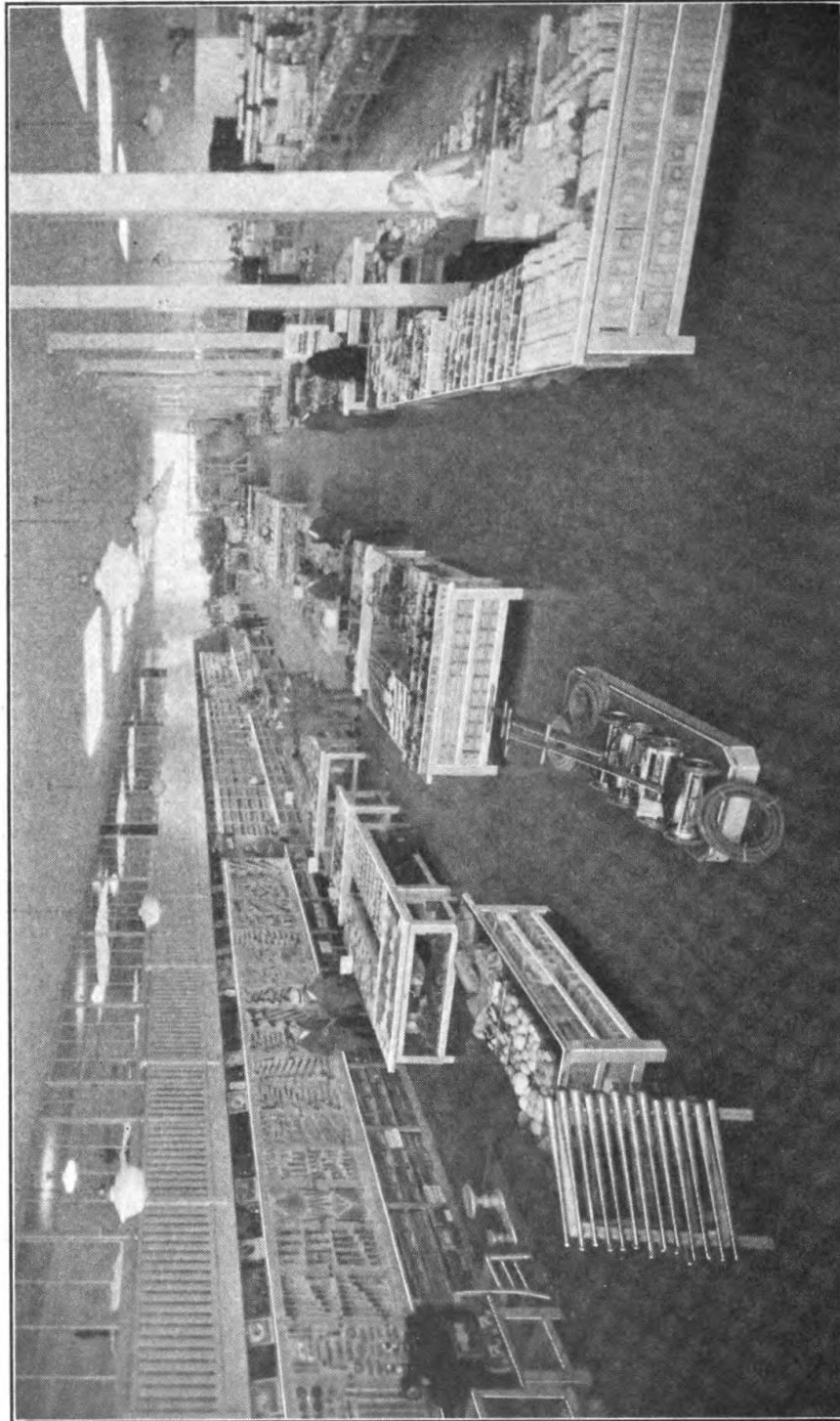
A general view of the P. A. Schell & Co., Somerset, Pennsylvania, store, looking from the rear to the front

INTERIOR VIEWS



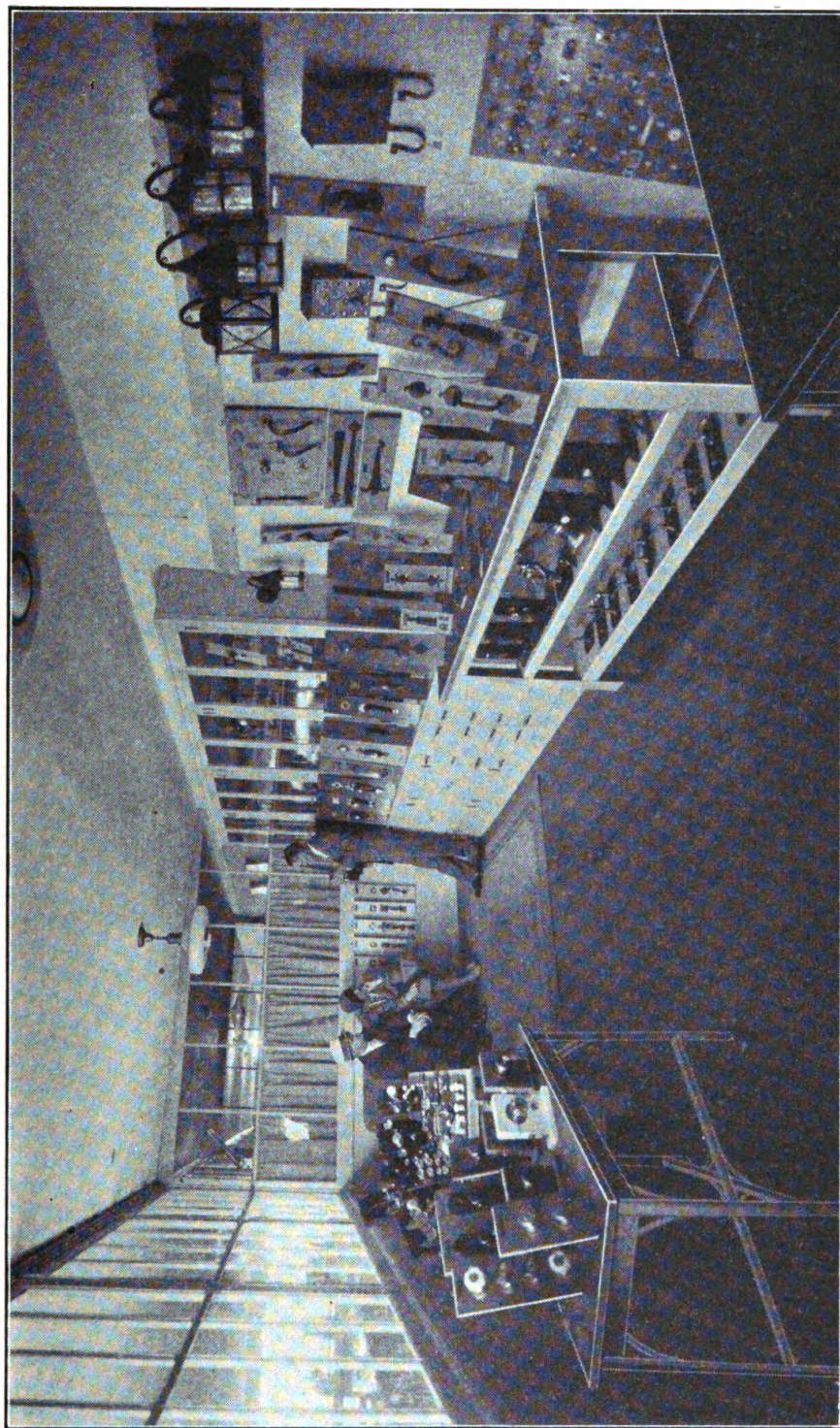
The large bulky items are stocked in the rear of the store of P. A. Schell & Co., Somerset, Pennsylvania

THE MODERN HARDWARE STORE



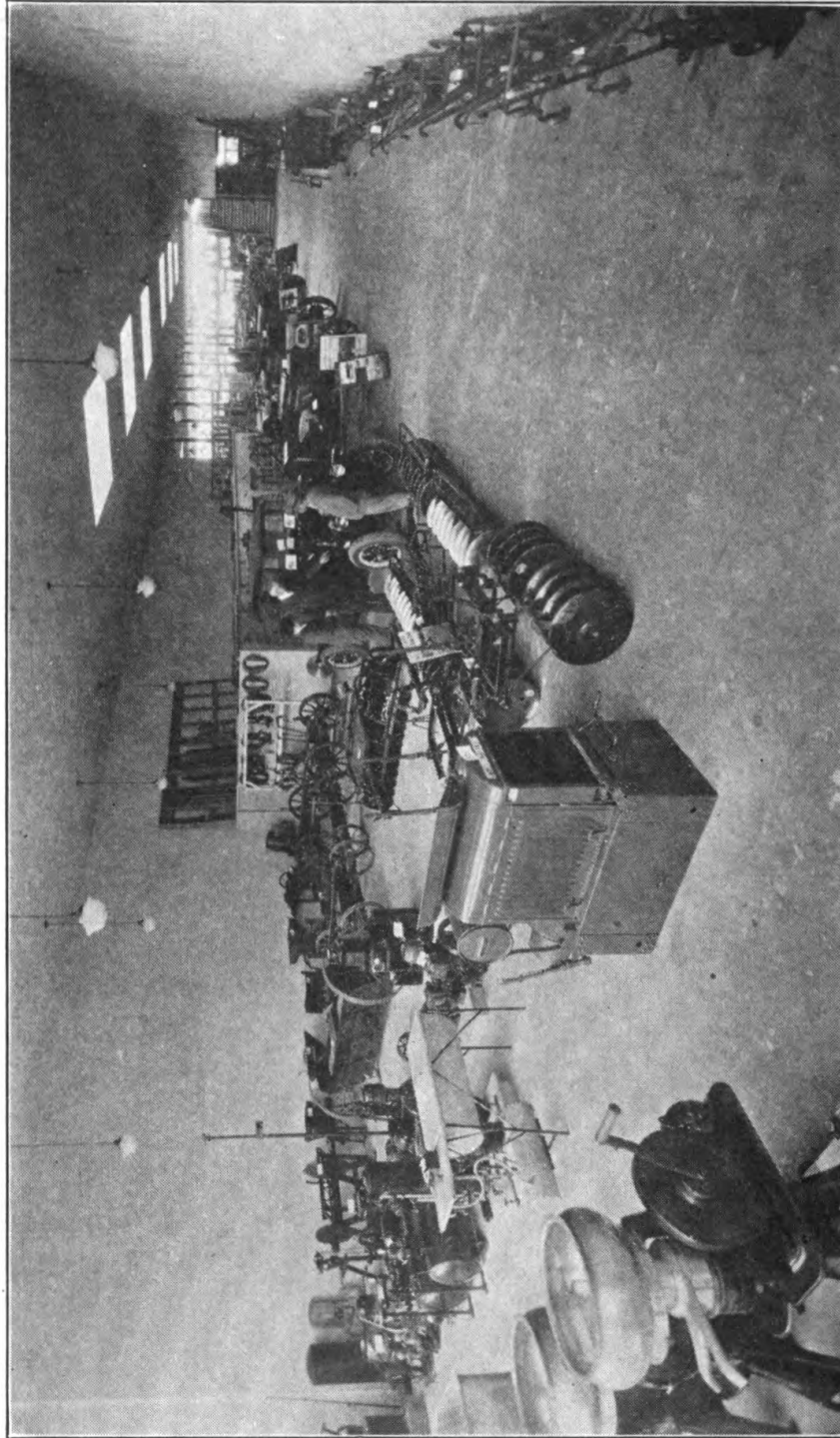
A general interior view of the Turner Hardware & Implement Company, Stockton, California

INTERIOR VIEWS



A view of the builders' hardware display and sales room of the Turner Hardware & Implement Company, Stockton, California

THE MODERN HARDWARE STORE

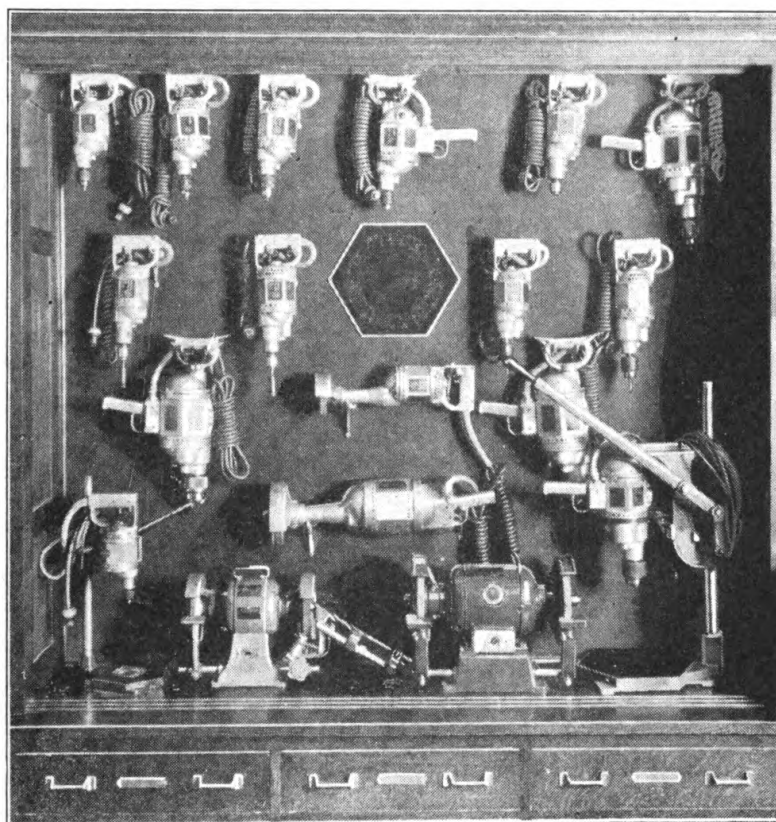


The implement department of The Turner Hardware & Implement Company, Stockton, California

INTERIOR VIEWS

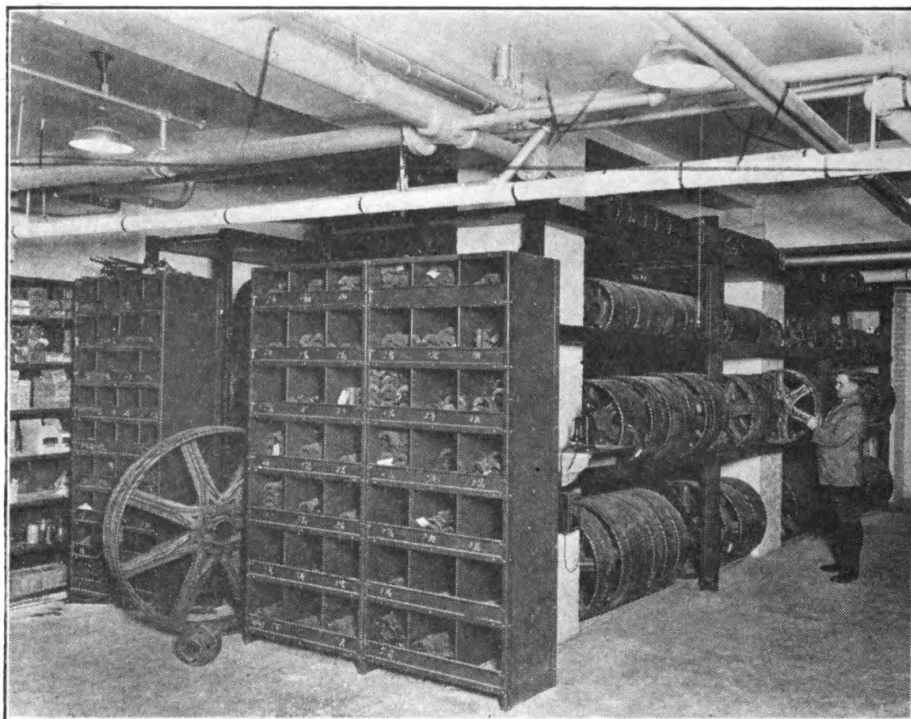


A corner in the china department of J. W. Campbell & Son, Macomb, Illinois



The Duncan & Goodell Company, Worcester, Massachusetts, displays mill supplies in wall cabinets

THE MODERN HARDWARE STORE



How the Duncan & Goodell Company, Worcester, Mass., stocks some of its mill supplies



A conservative island arrangement. *Courtesy Duluth Show Case Co.*
Towers Hardware Company, Jacksonville, Florida

INTERIOR VIEWS

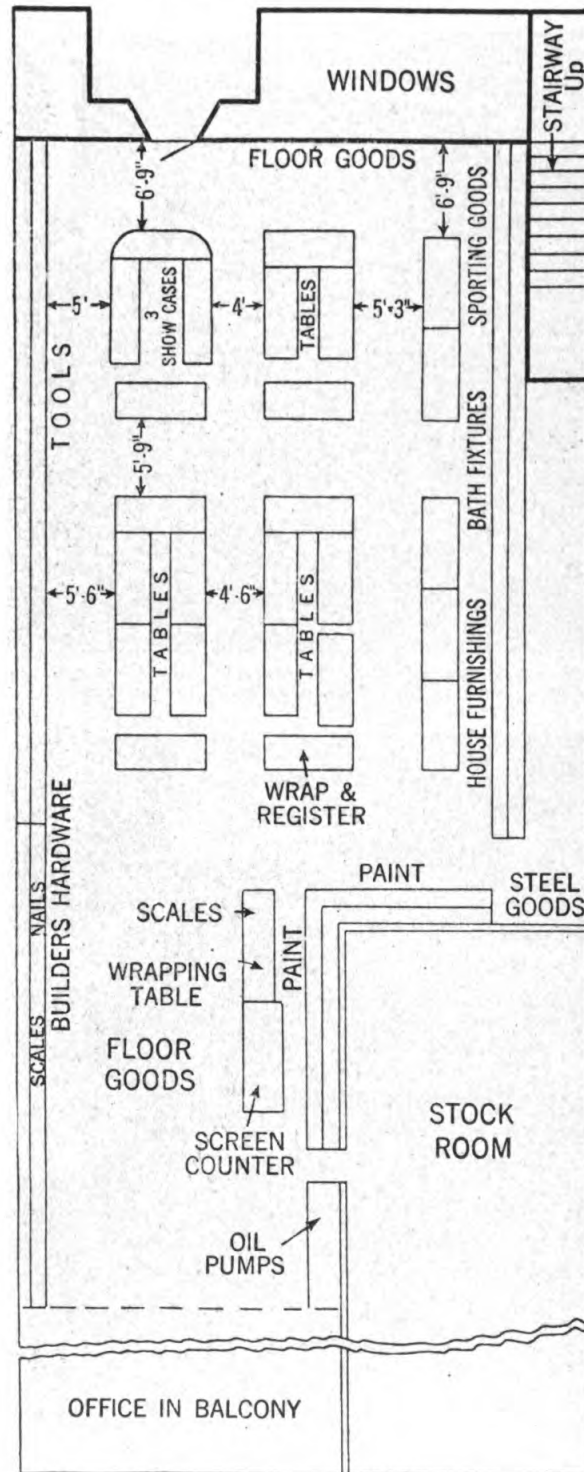


The Kelley-Duluth Company, Duluth, Minnesota, give their golf customers room to swing the clubs and practice putting



A nook or corner can generally be arranged so radio customers may receive a demonstration in comfort

THE MODERN HARDWARE STORE



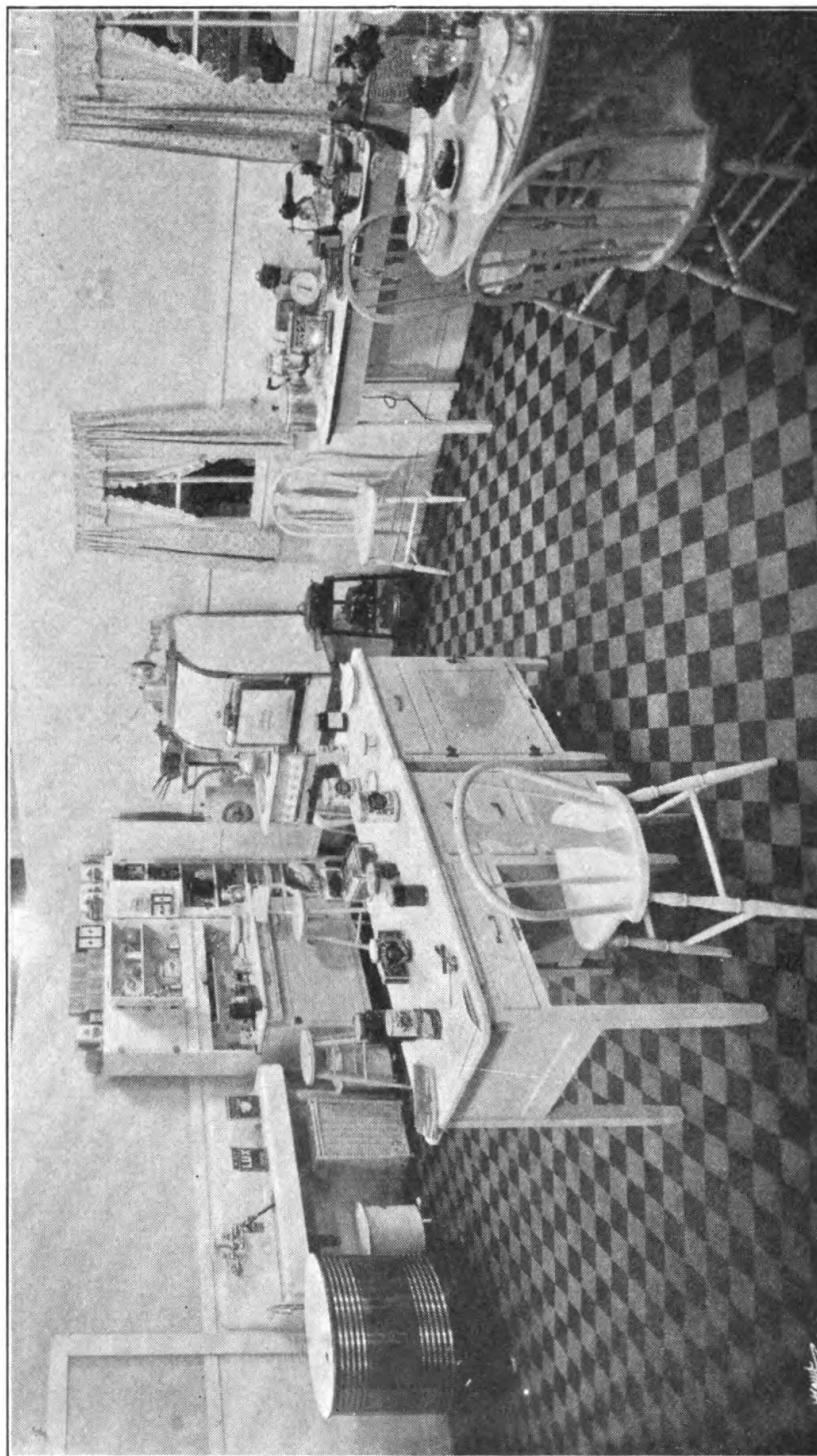
The floor plan of the store of Oscar Fisher, Chicago, Illinois

INTERIOR VIEWS



An interior view of the store of Oscar Fisher, Chicago, Illinois

THE MODERN HARDWARE STORE

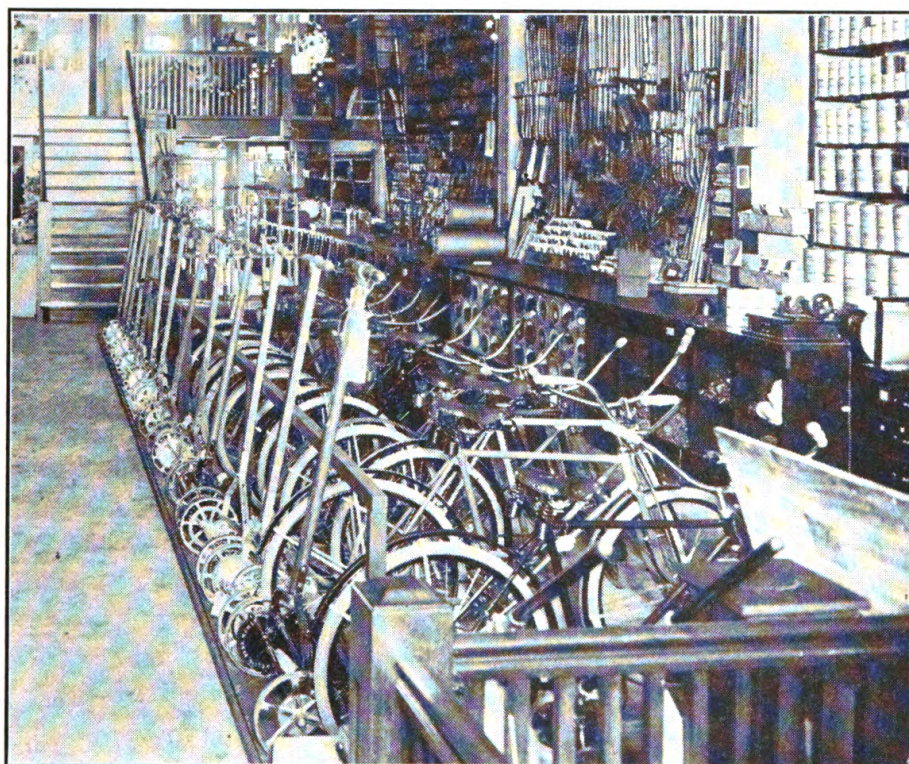


Houghton & Dutton Co., Boston, Massachusetts, completely equipped a model kitchen for its customers

INTERIOR VIEWS

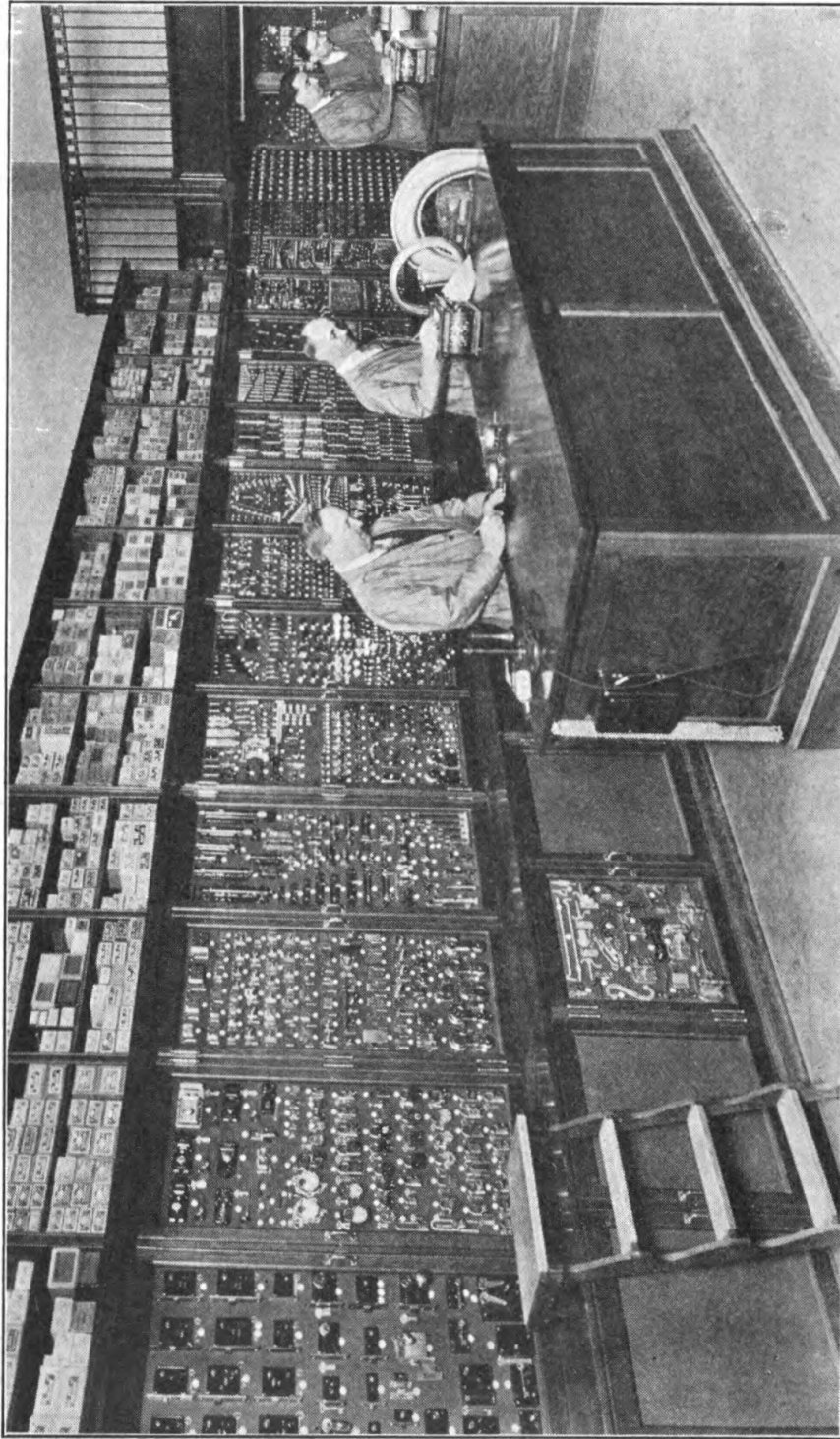


The radio department of Howell Brothers, Richmond, Va.



How bicycles and lawn mowers are offered for sale in an island of the Churchill Hardware Company, Galesburg, Illinois

THE MODERN HARDWARE STORE



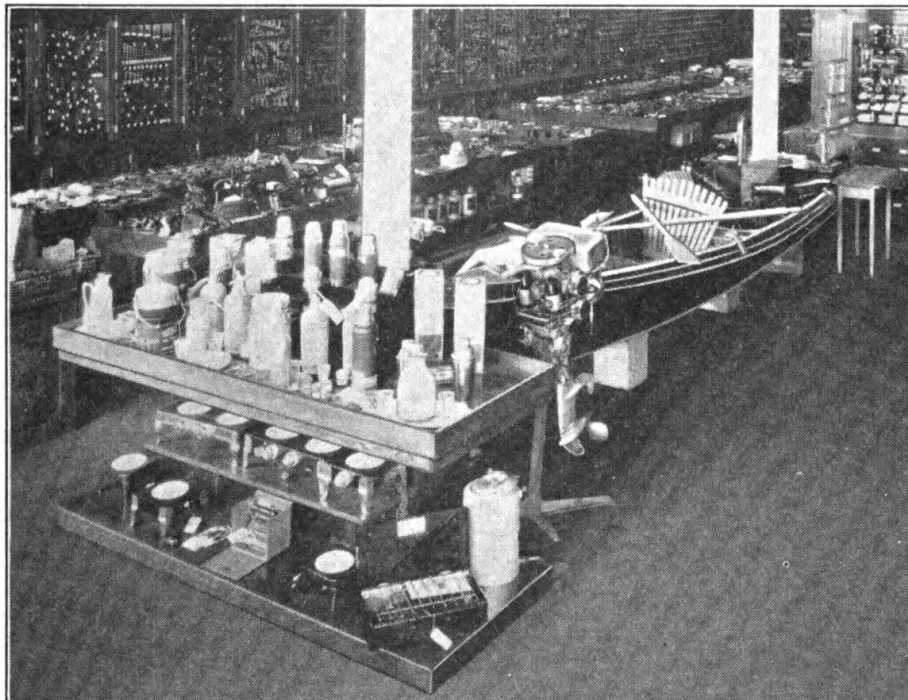
Only a small amount of counter space is needed in the modern store. The counter can stand alone or it can be a unit in an island

INTERIOR VIEWS



Courtesy Duluth Show Case Co.

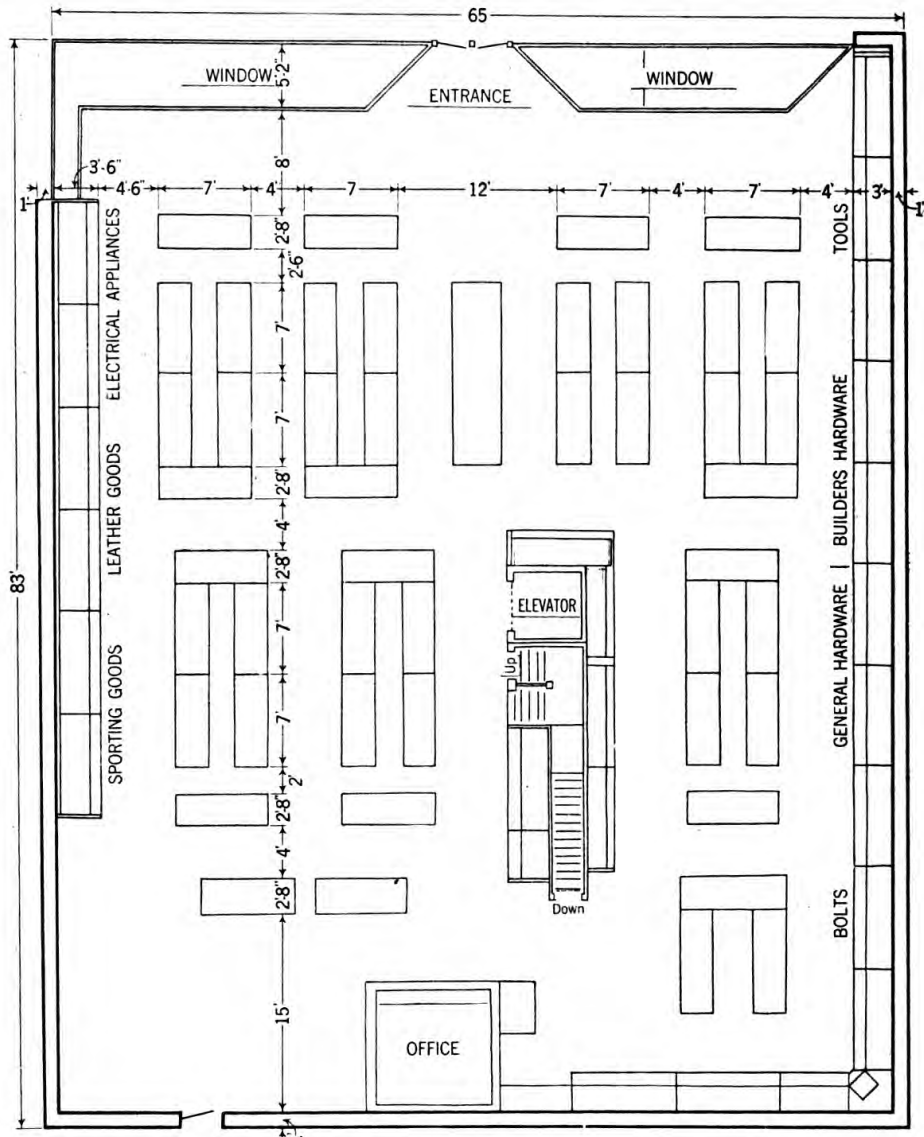
The remodeled store of the Clinton Hardware Company, Clinton, Tennessee



Courtesy W. C. Heller & Co.

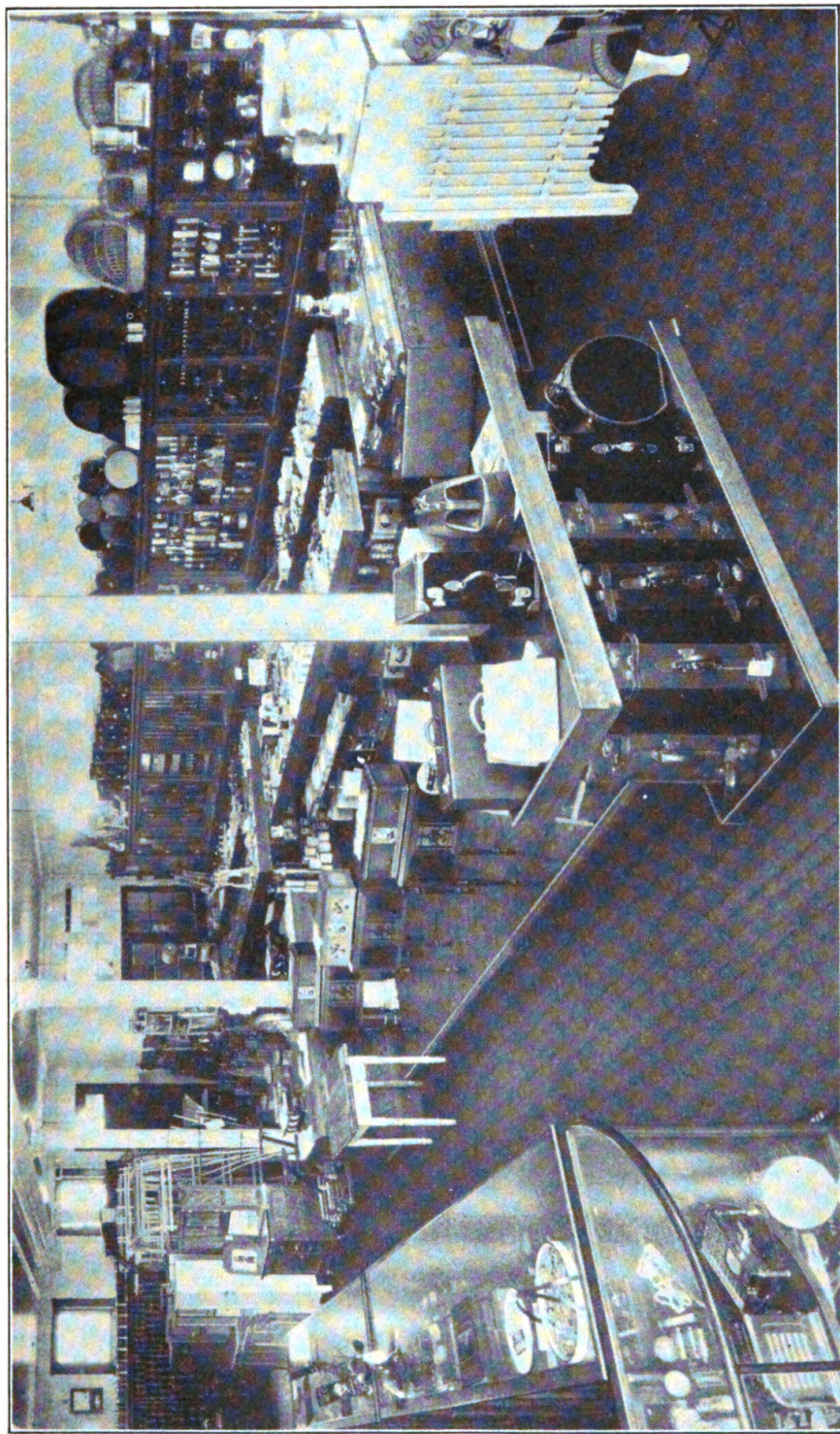
Bulky merchandise like outboard motors and boats are arranged into island displays by the Lockwood & Palmer Company, Stamford, Connecticut

THE MODERN HARDWARE STORE



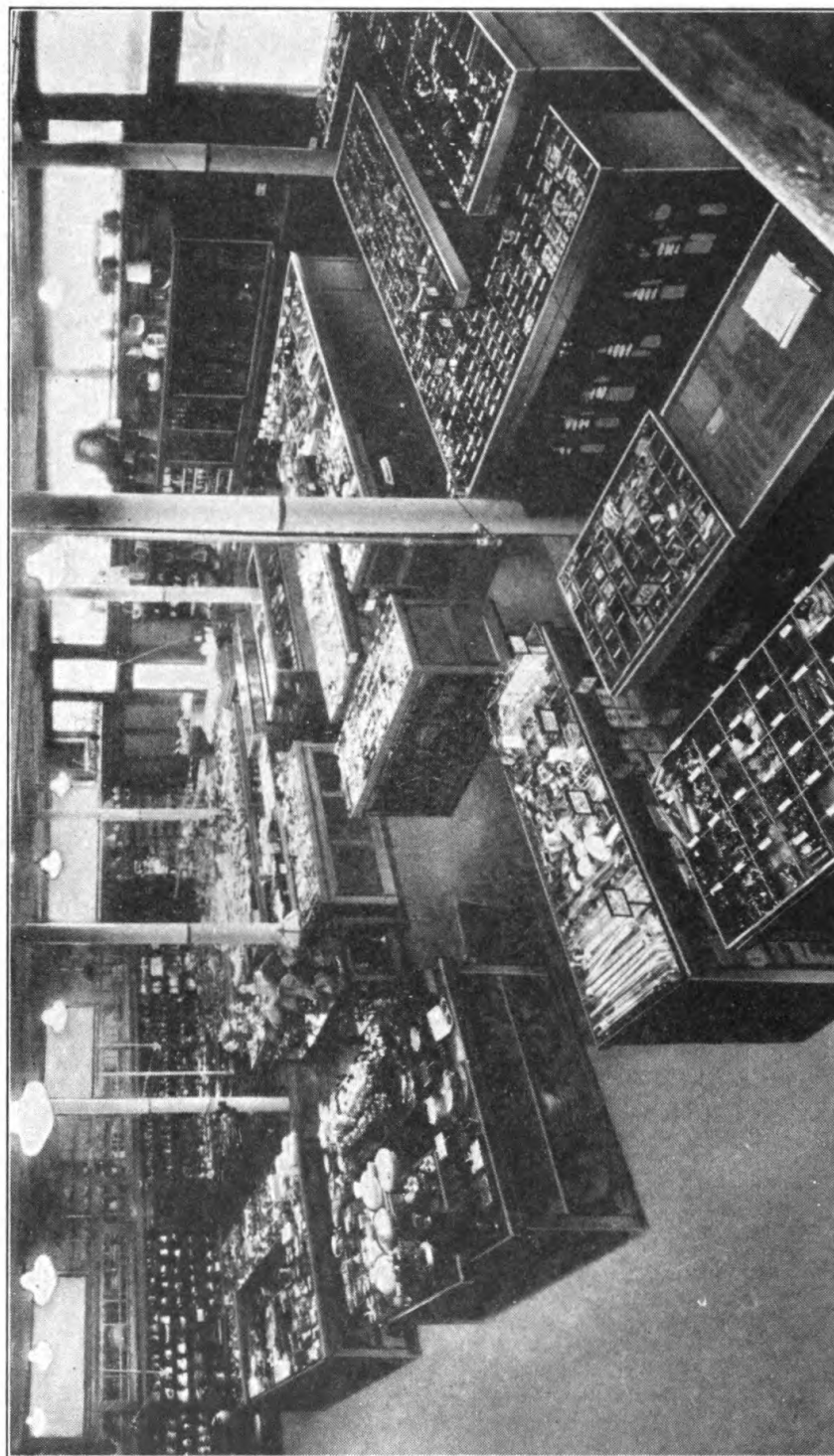
The floor plan of the Lockwood & Palmer Company, Stamford, Conn.

INTERIOR VIEWS



Courtesy W. C. Heller & Co.
A platform island dominates the center of the store of the Lockwood & Palmer Company, Stamford, Connecticut

THE MODERN HARDWARE STORE



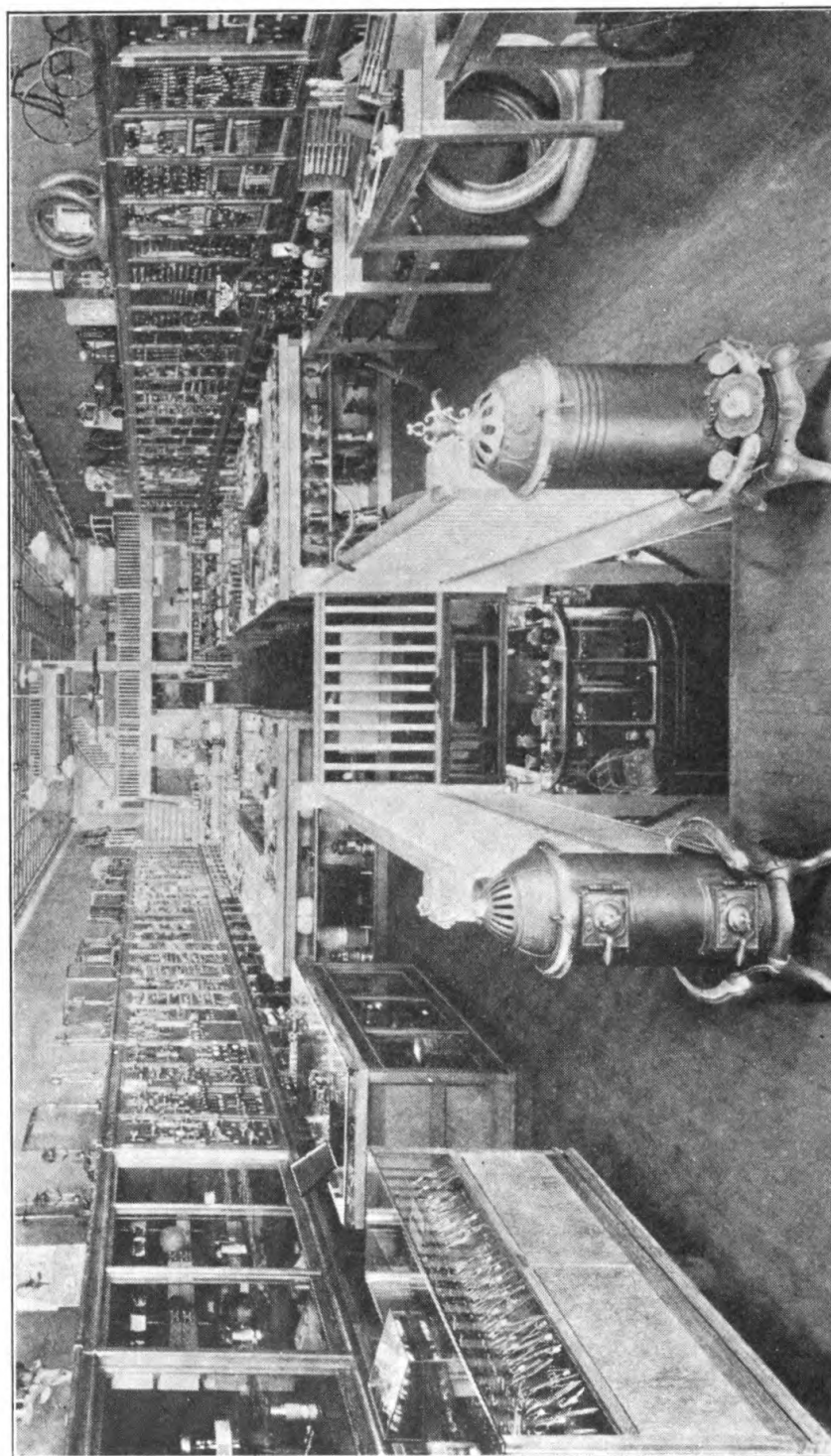
Courtesy Duluth Show Case Co.
The wide roomy aisles promote customer circulation in the store of the Pickett Hardware Company, Warren, Pa.

INTERIOR VIEWS



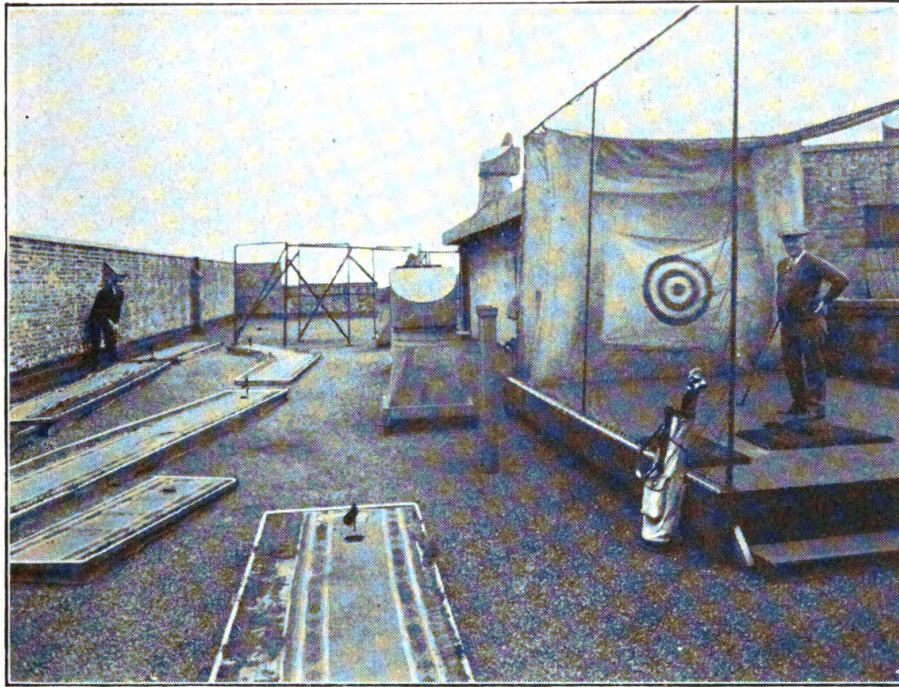
Courtesy Duluth Show Case Co.
Note how the Spic and Span Store of Ottawa, Kansas, makes allowance for the stairway jog

THE MODERN HARDWARE STORE

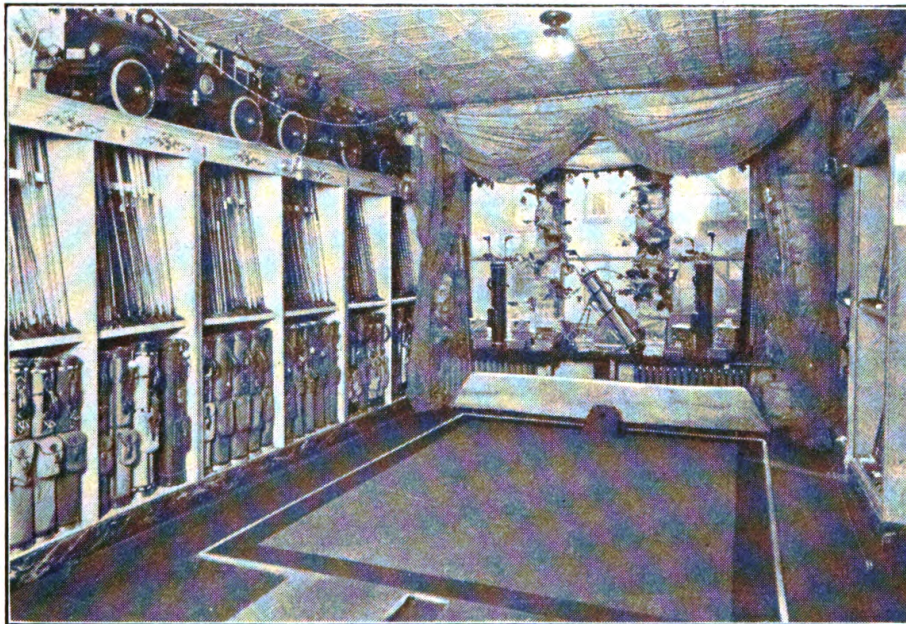


A general view of the Sullivan-Freeman Hardware Company, Greenville, South Carolina
Courtesy Duluth Show Case Co.

INTERIOR VIEWS

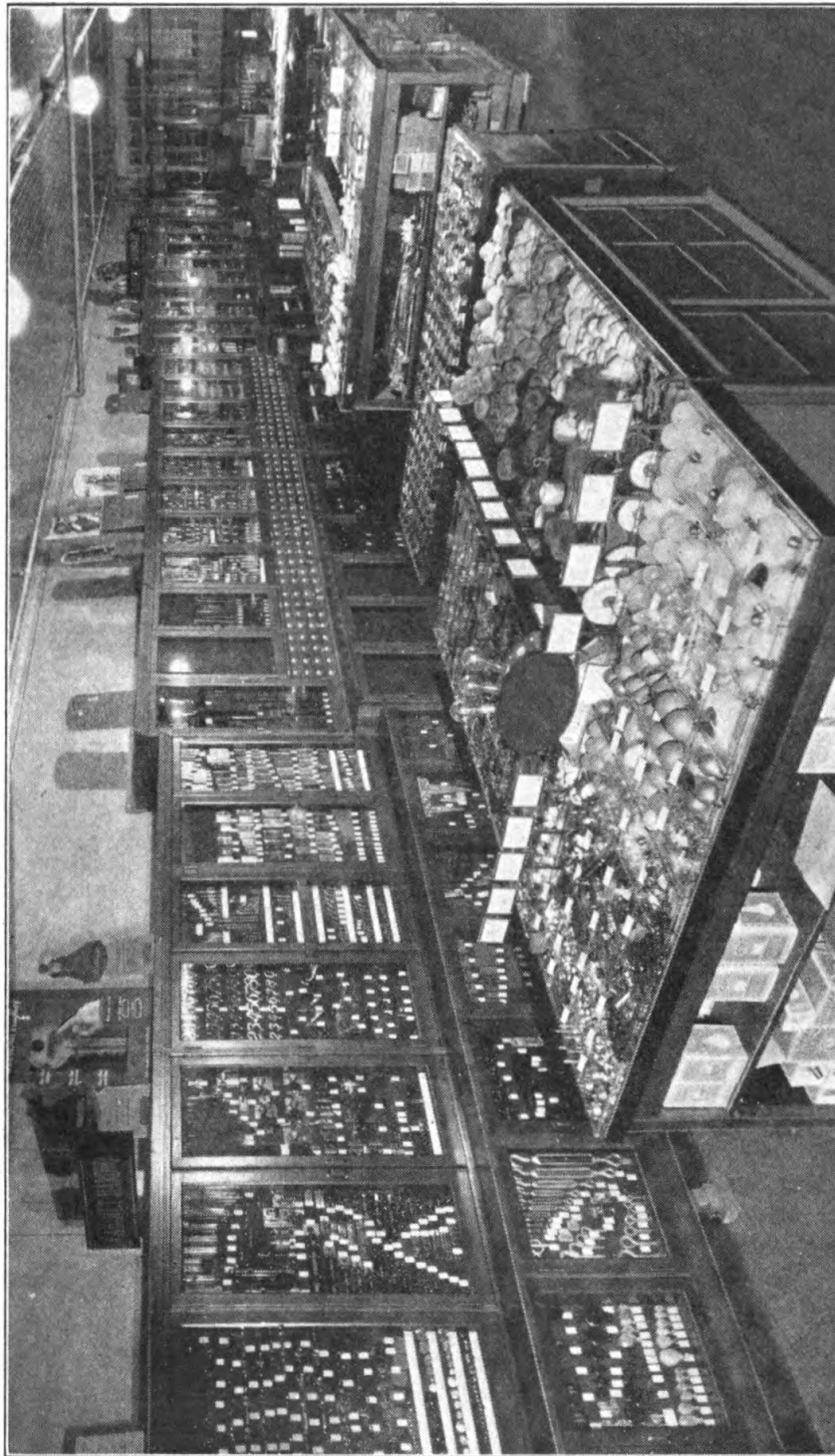


Roth & Schlenger, Inc., of Newark, New Jersey, have a miniature golf course and practice cage on their roof



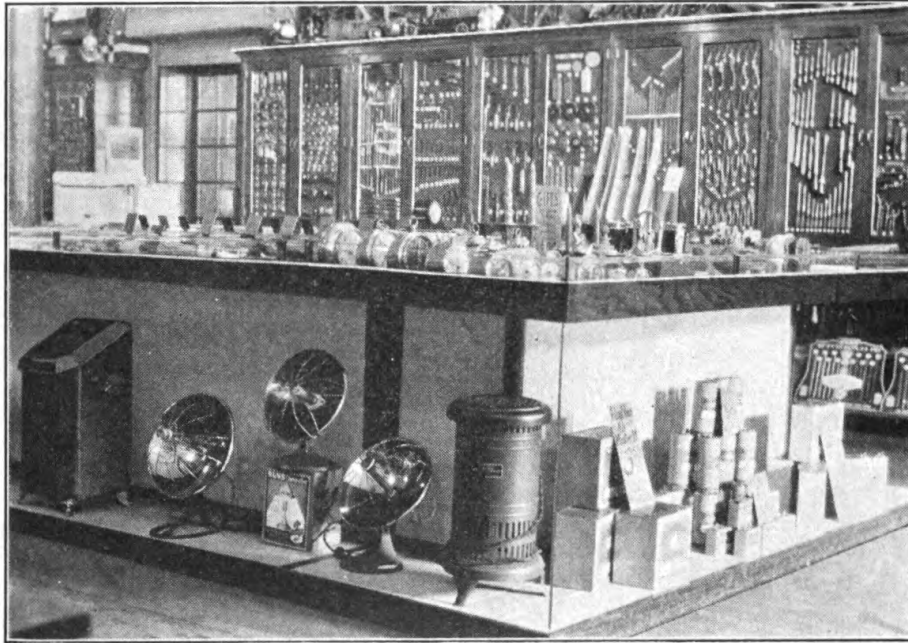
A putting green in the sporting goods department is generally a worthwhile feature

THE MODERN HARDWARE STORE

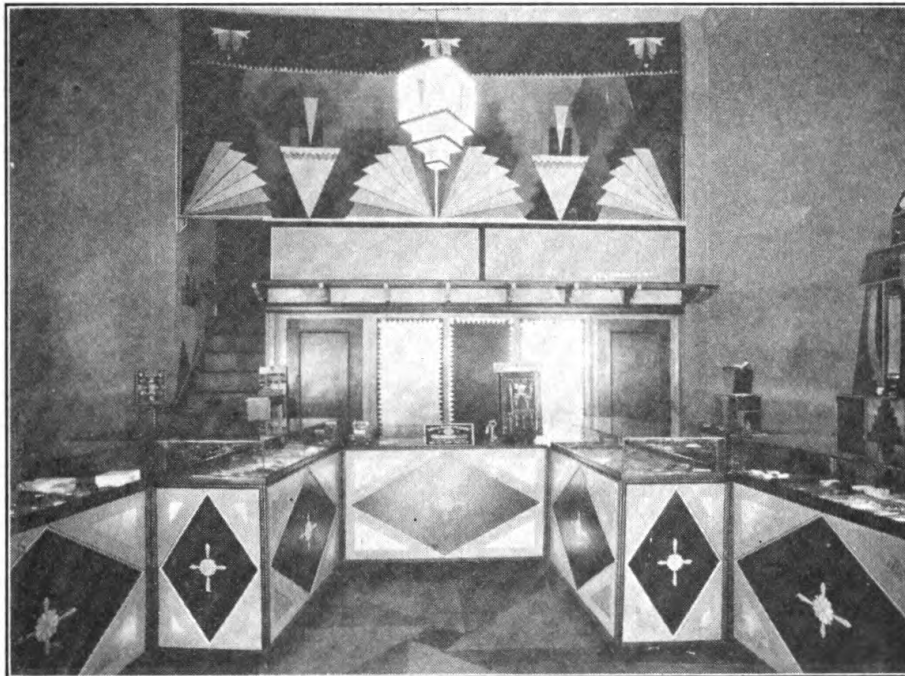


Courtesy Duluth Show Case Co.
A general view of the store of Herr & Company, Inc., Lancaster, Pa.

INTERIOR VIEWS

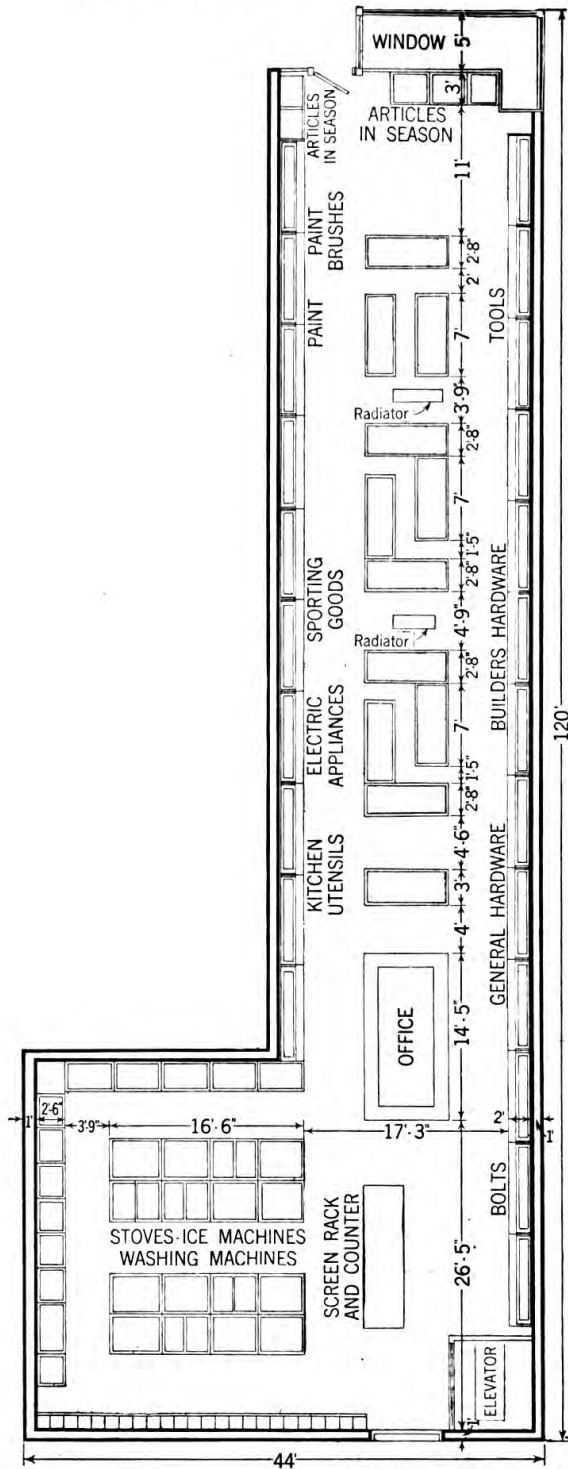


How the space under the table is used for display by A. Swanson & Sons, Inc., Redwing, Minnesota



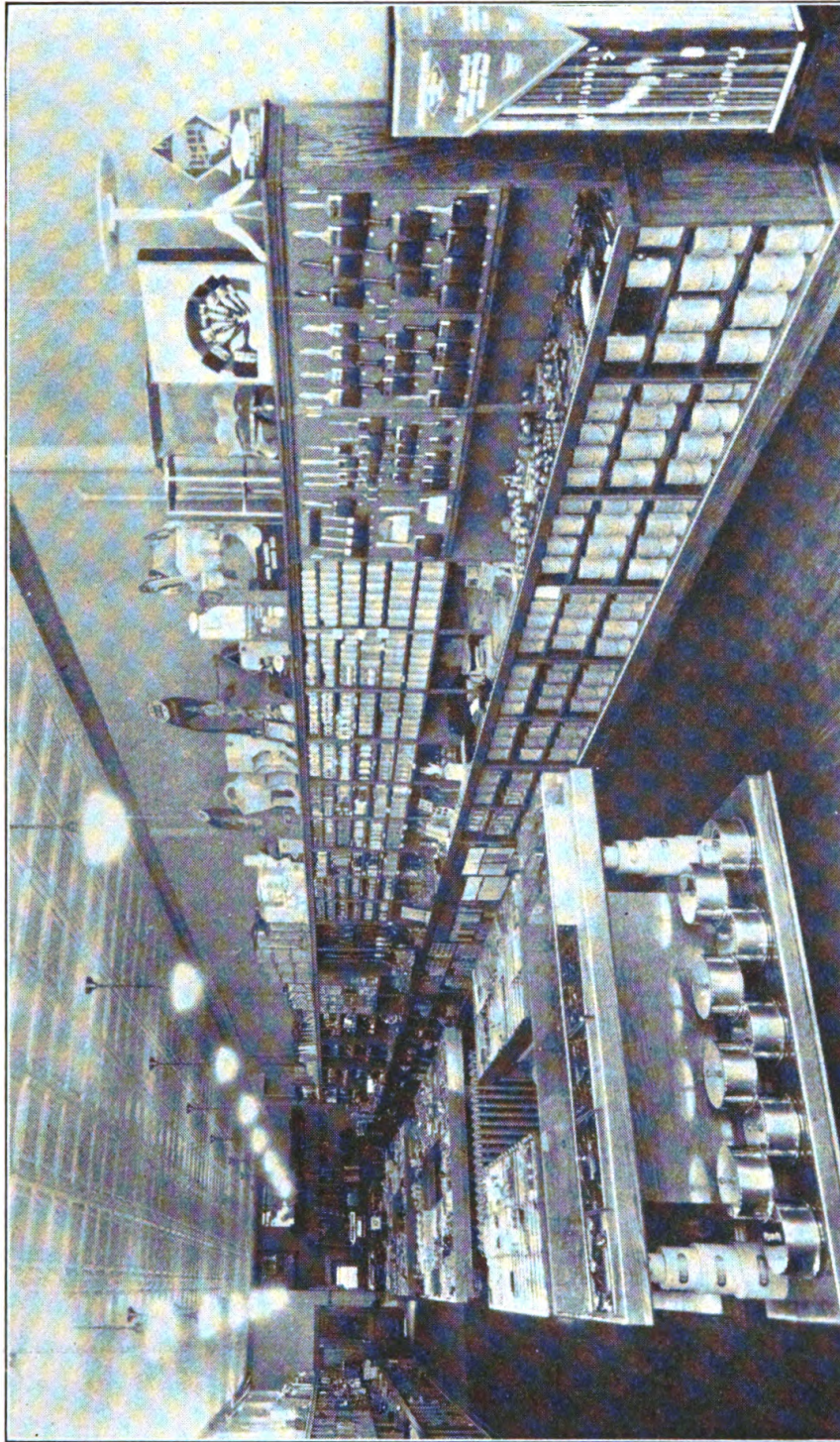
A very unique institution is the cutlery store of C. Sharp Stevens, Cleveland, Ohio

THE MODERN HARDWARE STORE



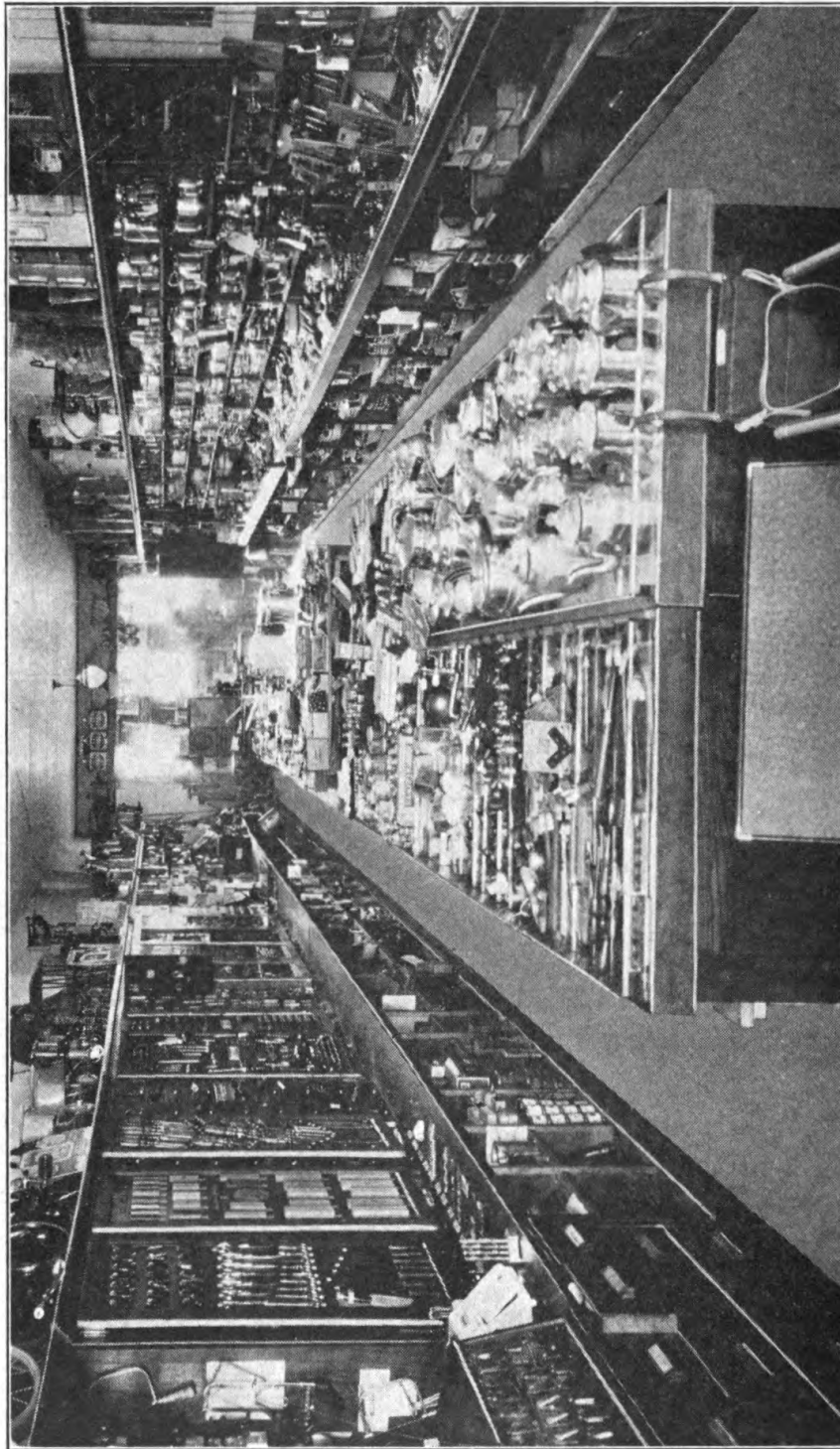
The floor plan of the Prince Hardware Company, Bloomington, Indiana

INTERIOR VIEWS



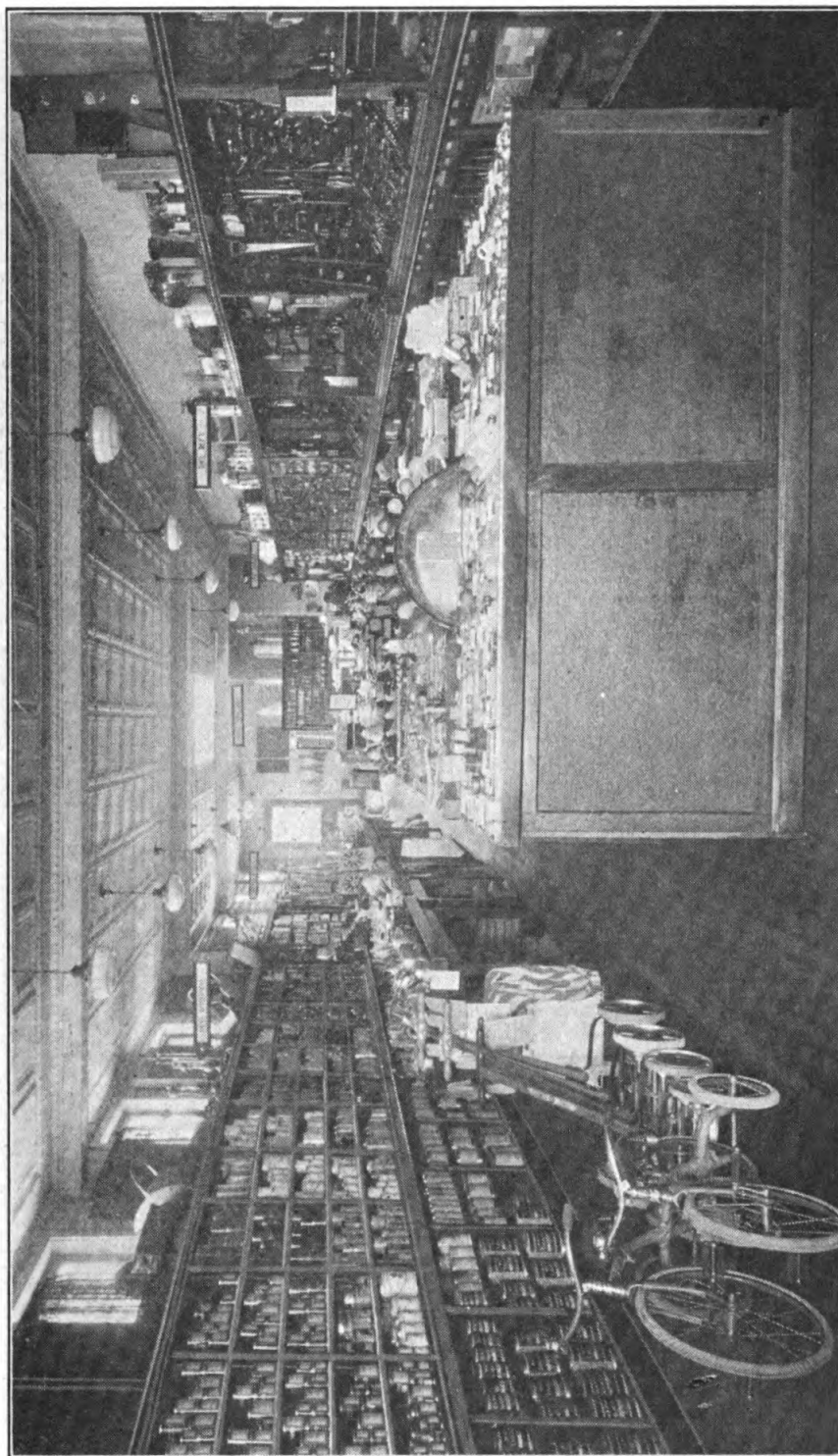
Courtesy W. C. Heller & Co.
Note the ledge display of the Prince Hardware Company, Bloomington, Indiana

THE MODERN HARDWARE STORE



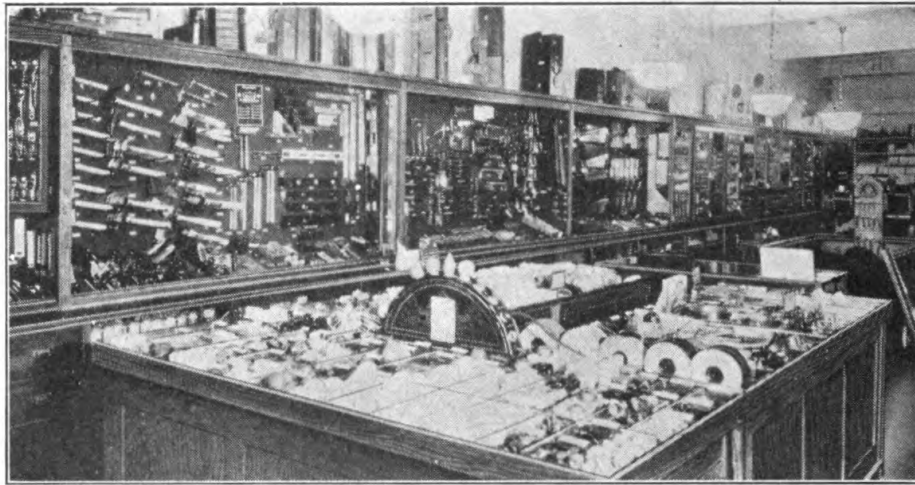
The suburban hardware store of the Des Plaines Mercantile Company, Des Plaines, Illinois

INTERIOR VIEWS



One of the neighborhood stores of James and Hawkins, Inc., Jamaica, Long Island, New York

THE MODERN HARDWARE STORE

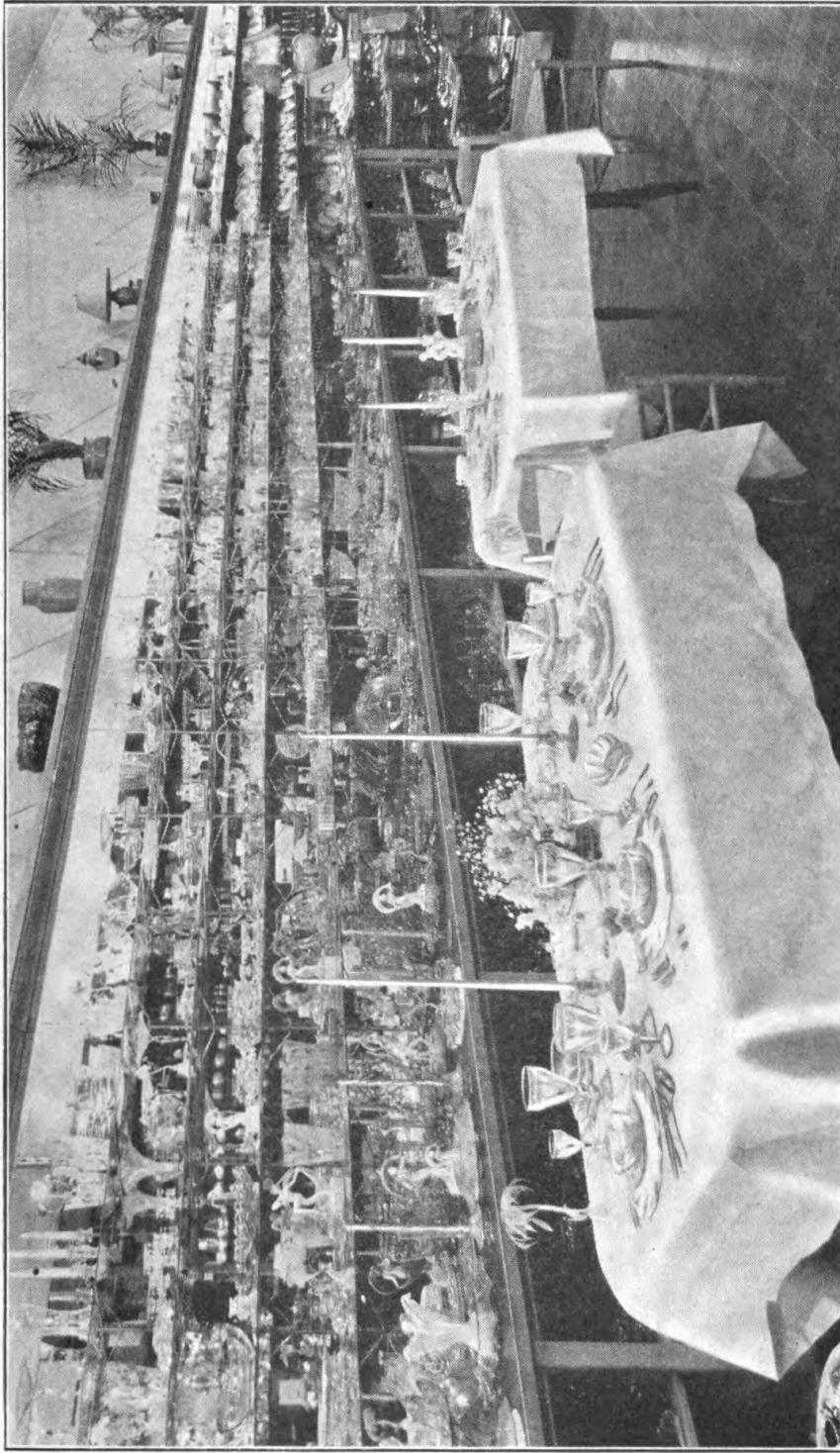


Another view of James & Hawkins, Inc., Jamaica, Long Island, N. Y.



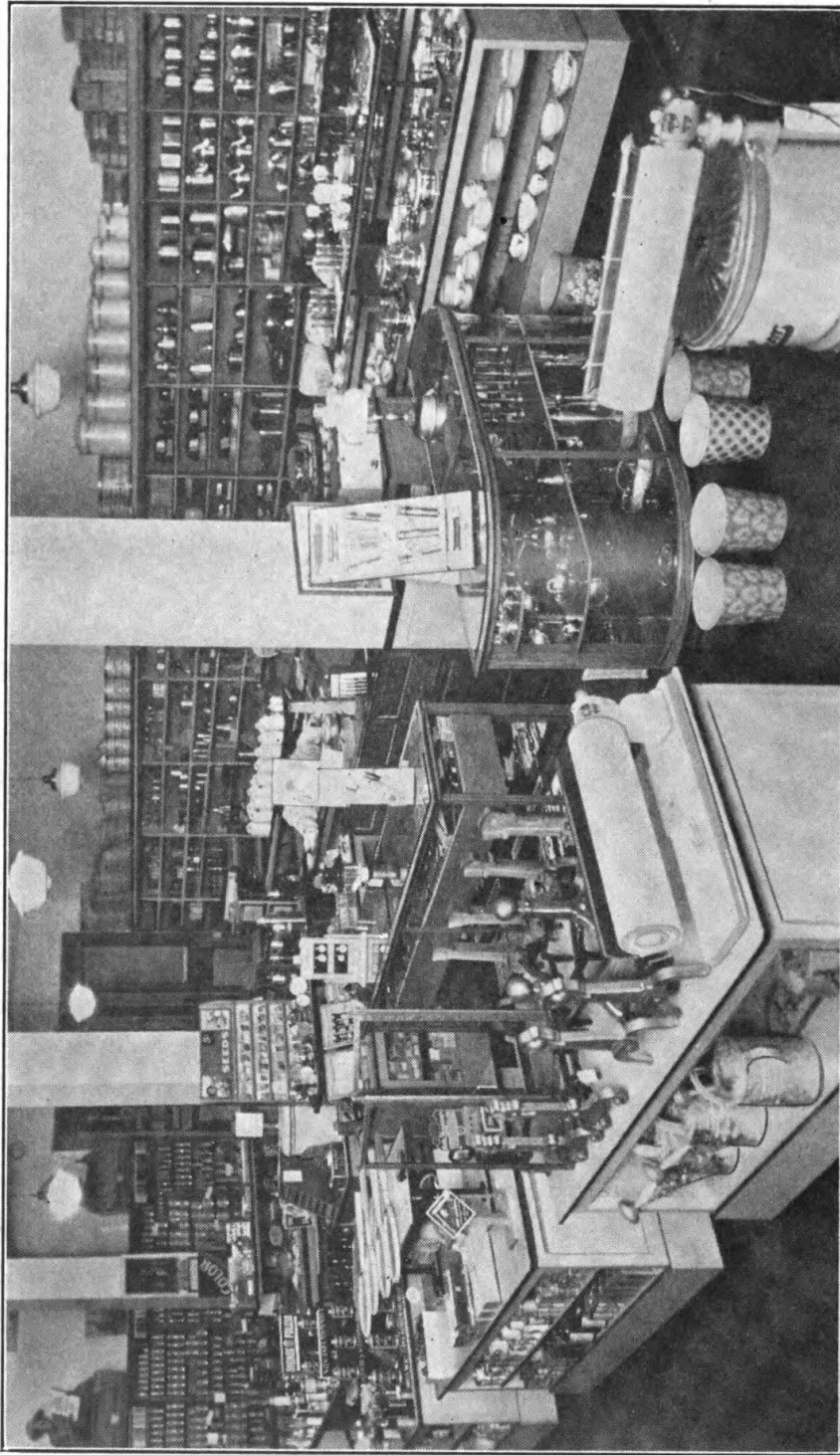
A wall cabinet provides a good setting for the sale of bathroom supplies

INTERIOR VIEWS



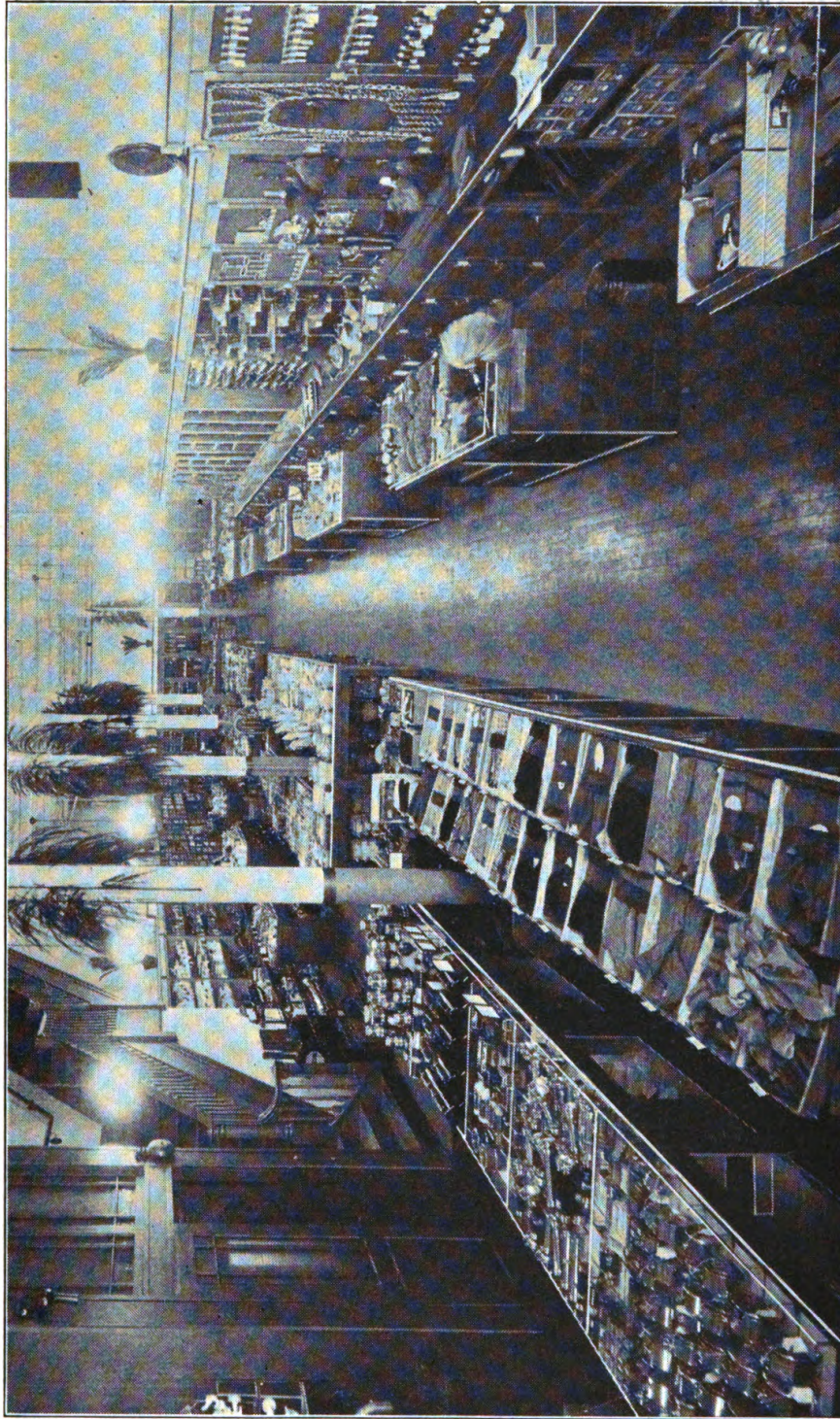
An artistic setting is given to gift goods and glassware in the Dressler Hardware Co., Hollywood, California

THE MODERN HARDWARE STORE



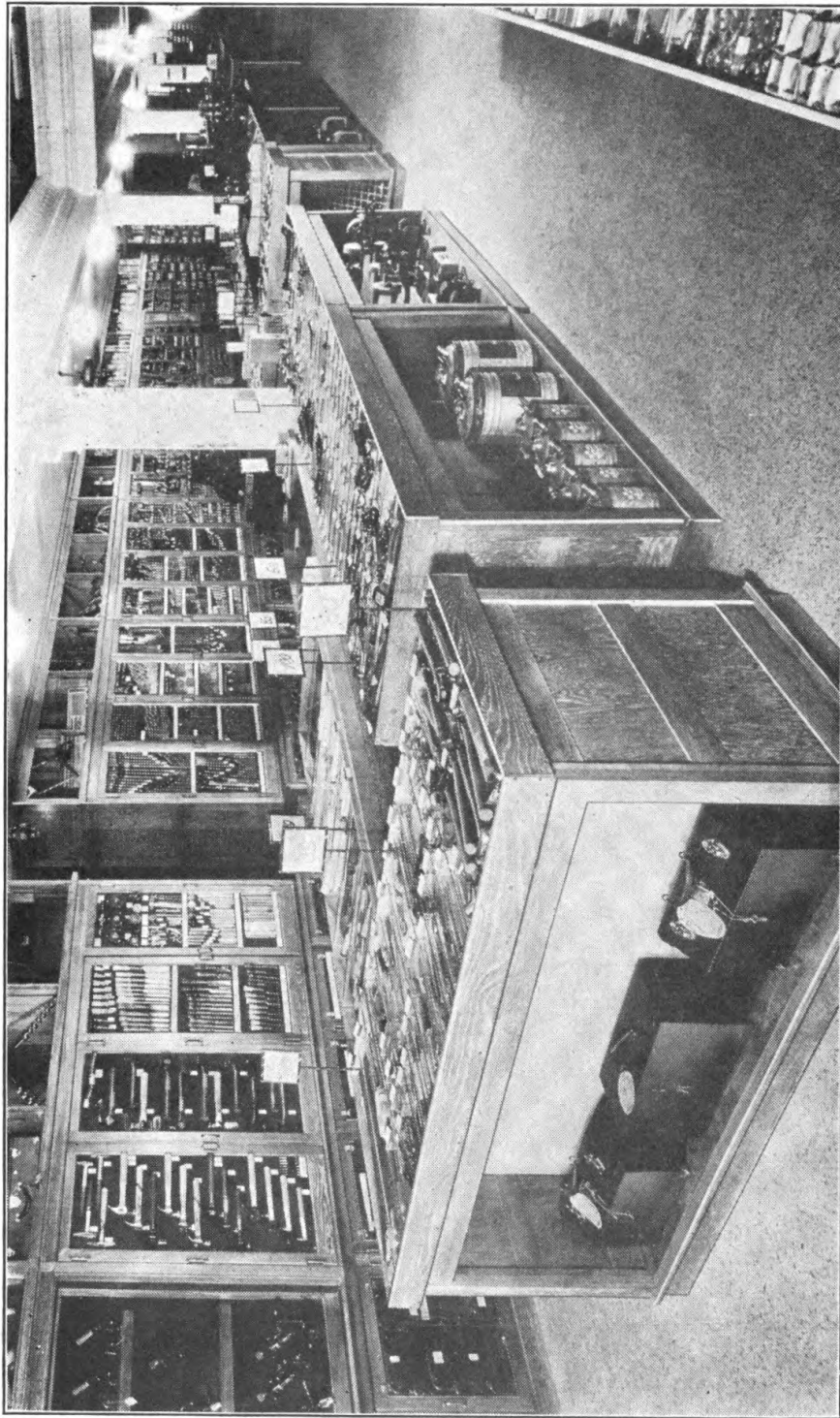
An interior view of the Watsonville Hardware Company, Watsonville, California

INTERIOR VIEWS



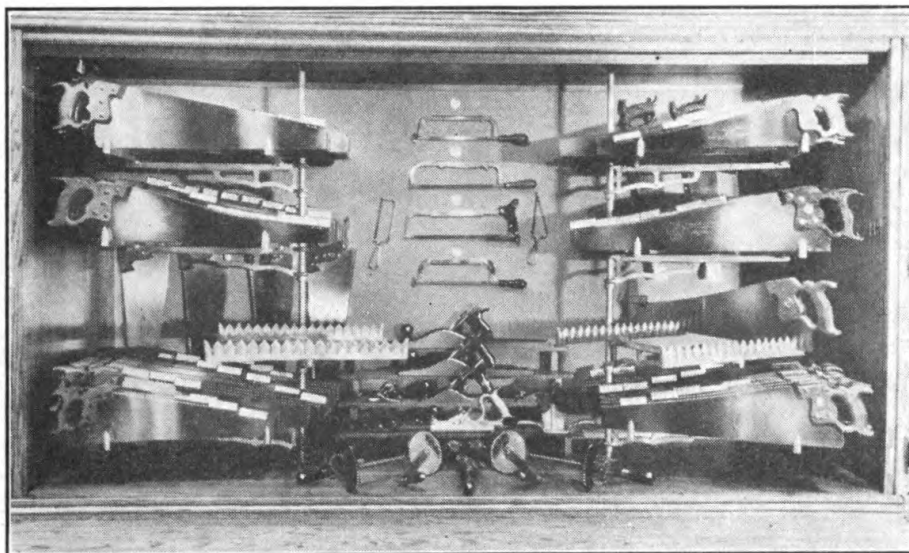
A view of the Steinman Hardware Company, Lancaster, Pennsylvania, looking from the rear to the front of the store

THE MODERN HARDWARE STORE



The tool department of the E. L. Wilson Hardware Company, Beaumont, Texas

INTERIOR VIEWS



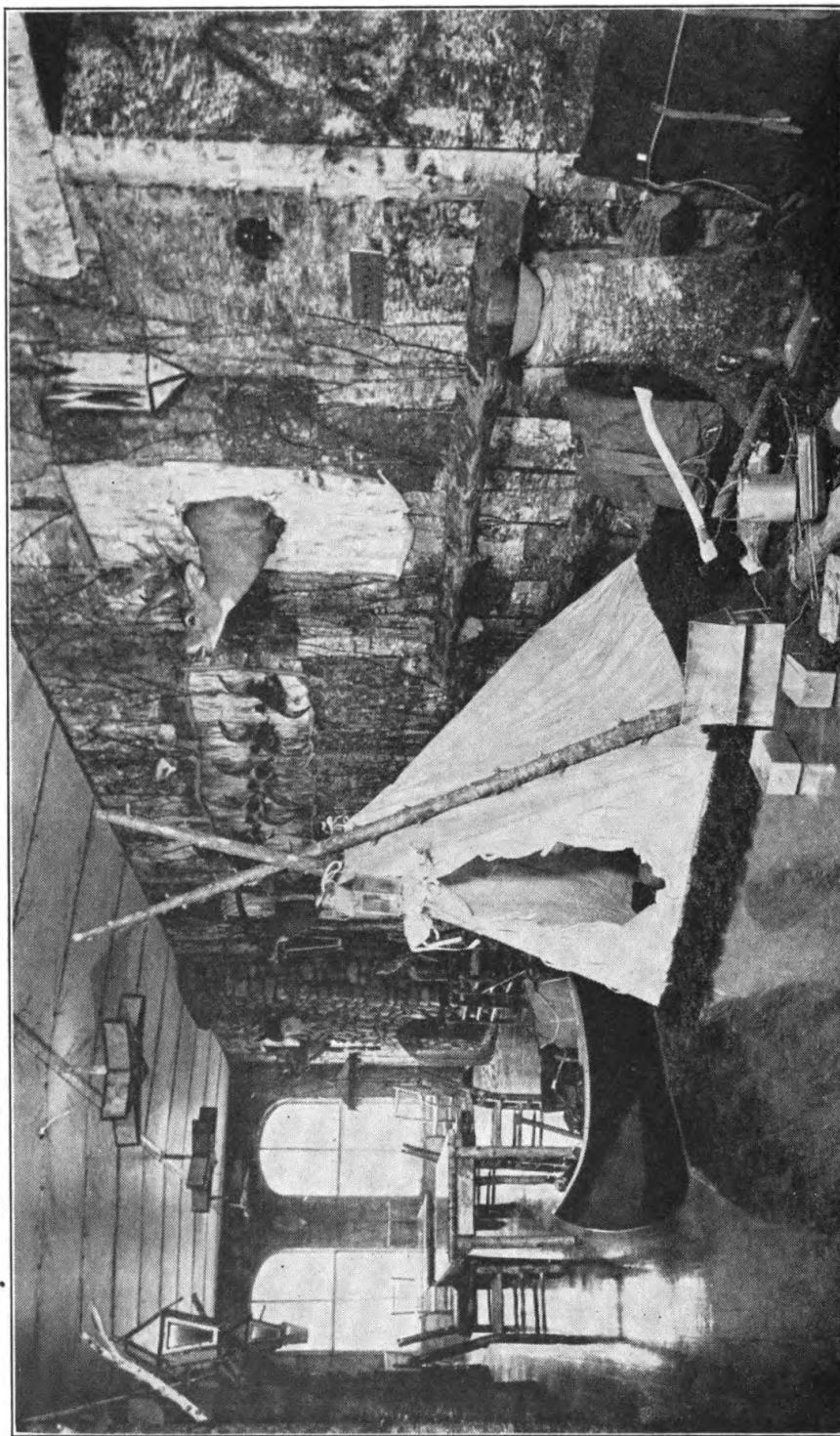
Saws and other large hand tools can be well displayed in a wall cabinet



How an electrical store displays its lighting fixtures

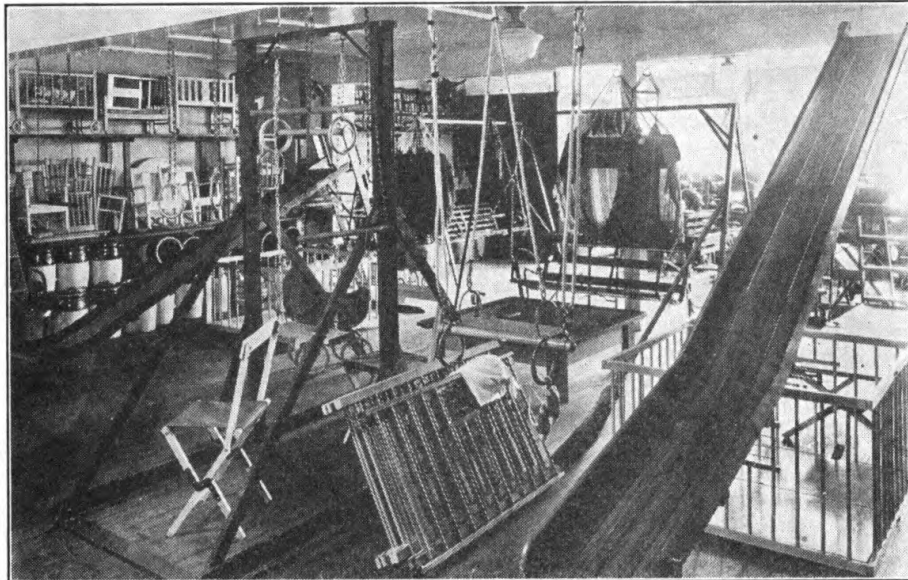
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THE MODERN HARDWARE STORE



A rendezvous for sportsmen on the second floor of Lou J. Eppinger, Detroit, Michigan

INTERIOR VIEWS

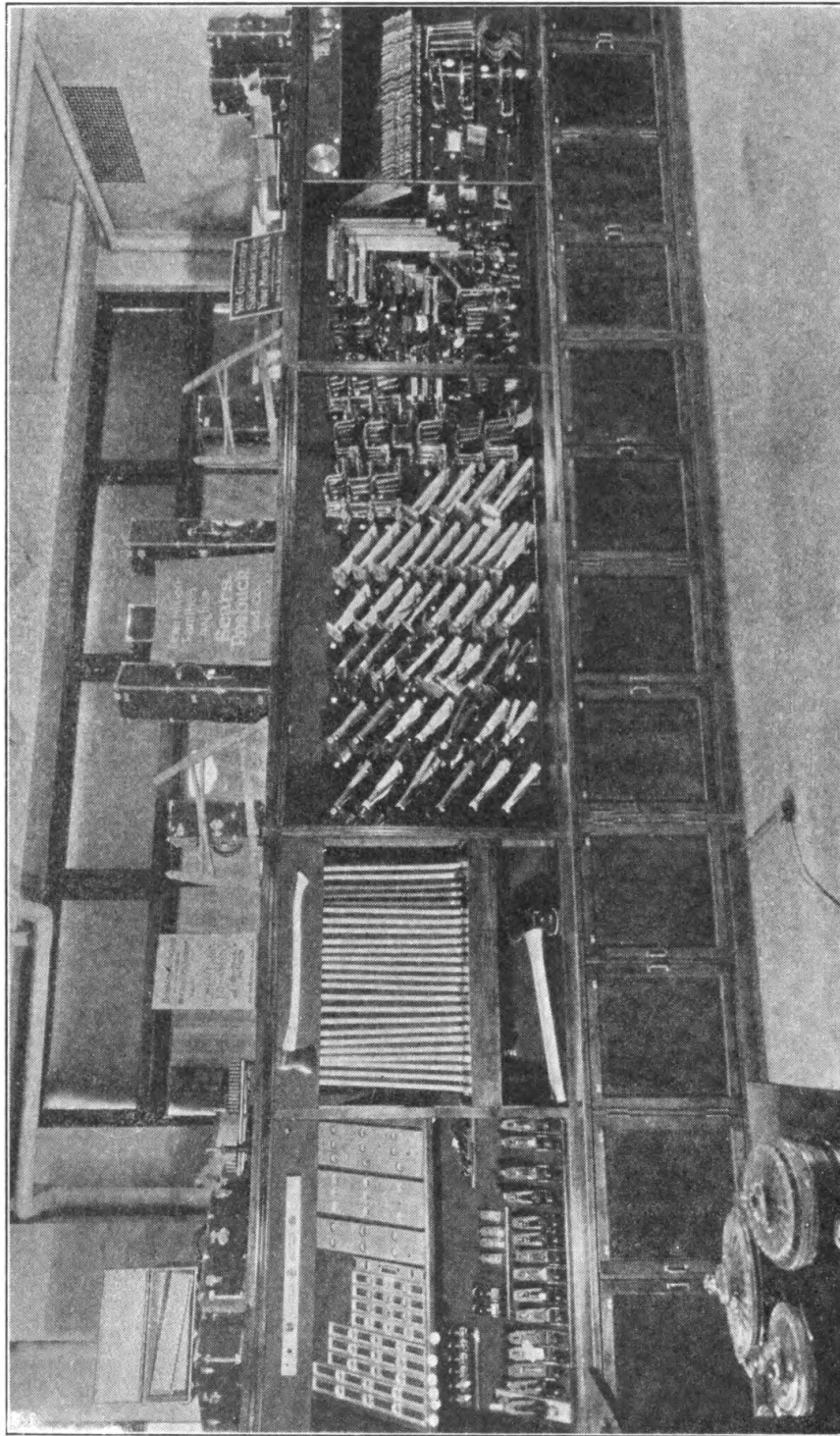


A well equipped playroom has stimulated business for the King Hardware Company, Atlanta, Georgia



The King Hardware Company of Atlanta, Georgia, also believes in letting the youngsters try out its wares in front of the store

THE MODERN HARDWARE STORE



The tool section in a Sears, Roebuck & Company retail store

INTERIOR VIEWS



The store of J. I. Riddle & Company, Inc., Mexia, Texas, is of such a width that it uses a half island in addition to a full island

XVI

WILL CUSTOMERS STEAL FROM OPEN DISPLAYS?

IF I put in open displays, will customers steal? Will they steal much? What can I do to stop it? Or should I forget about it, and spend my time more profitably doing something else? These are some of the questions that hardware dealers ask when considering open displays.

And whether or not theft of this kind increases with the adoption of open display is a topic that deserves consideration if for no other reason than to put our minds at rest about it.

Many a public speaker has pointed to the Woolworth tower—one of the highest buildings in New York—as a monument to the honesty of the American shopper.

And it is a splendid tribute. But nevertheless the business man must consider theft from a less sentimental point of view. For even Woolworth's admit that the research they have carried on to find methods of preventing theft would fill volumes.

Nearly every dealer today realizes that a certain amount of merchandise will be stolen. Experts say that the loss varies from a fraction of one per cent to two per cent of the sales in the average hardware store. But in most stores it is very small or practically negligible.

A chain organization in the automotive field set up a figure equal to two per cent of the sales to compensate

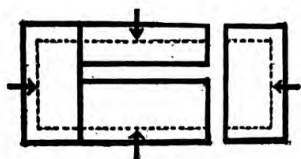
OPEN DISPLAY AND THEFT

for this loss, but this figure turned out to be considerably higher than their actual losses.

The amount varies with the location of the store. City people steal more than country people. Foreigners more than natives. Poor people more than rich people, and children steal more than adults.

There are many physical ways of reducing theft.

Articles of high value which are small and very desirable are usually kept in show cases. High grade cutlery, expensive tools, fountain pens, etc., fall in this class. Sometimes stores keep merchandise subject to theft away from locations near doors or posts or barriers which customers can hide behind while or after making a theft. On the table itself oftentimes dealers place merchandise subject to theft on the inside of the table rather than

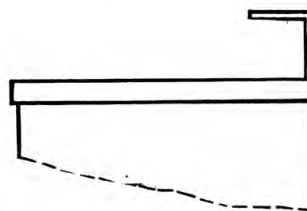


Theft is easiest from the outer foot of an open display, but this outer foot is also the most productive of sales. The dealer can place articles on the inside of the table to reduce theft yet he must remember that this will to some extent interfere with sales

near the edge, and this has been found to reduce theft materially. But it must be borne in mind that when merchandise is put more towards the back of the table, it is placed in an area that is not so productive of sales, for experts have found that the outer foot on the display table is the

most valuable sales area.

The return glass (see illustration) is another practical means of preventing pilferage. A chain variety store found that where jewelry was given no protection the pilfering amounted to 17% of the sales, but when the same jewelry was placed in a show case

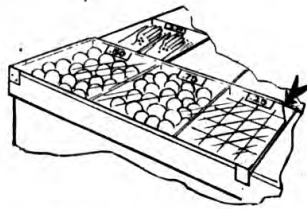


Some stores find the return glass a practical means of reducing theft of some items without lowering sales greatly. The higher the glass the lower the sales and the lower the theft, it was found. A compromise with the glass eight inches high has been found most practical

THE MODERN HARDWARE STORE

the sales dropped 70%. Experiments further showed that when a return glass was used sales were lowered but left decreased, and that the higher the return glass was made the lower the sales. A compromise was finally found to be the most practical, with the return glass eight inches high.

Chain stores sometimes use a piece of ordinary plate glass, placed on top of the table display. This is a simple and practical idea



For articles of fair value where the formality of a show case is inadvisable, a plate of glass laid on top of the merchandise on the table has been found a good way to prevent theft. The arrow indicates where a corner of the glass was cut off to allow a finger hold

which the hardware dealer may adopt for much merchandise such as golf balls and similar small items of fair value which hardly should be kept in cases. It offers adequate protection and still is not as formal a barrier as a show case. A corner can be cut off the glass to allow a finger hold.

The filled tray plan which is often used by jewelers in order to check theft is another idea that can be adopted to some extent by hardware merchants. The jeweler, for example, makes sure that all the spaces in his ring tray are filled. If he does not have enough to go around, he puts in dummy rings or pennies. Then if some sleight-of-hand customer makes two or three rings disappear before his very eyes or if he is compelled to look in the other direction for a moment while making a sale, he can quickly detect the loss and he will have a perfect right to say, "Well, I declare, it seems that we have lost one!"

Some merchandise in the hardware store lends itself to this kind of check. Even 5-and-10c stores that have high sales volume have been known to make efforts to keep trays filled and piles regular. But for most of the merchandise in the hardware store which is on open display,

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this method is not only impractical but inadvisable. A full case or a regular pile has a static appearance and the hardware dealer is interested in suggesting action—that they are selling—that some have already been sold. And it must be remembered that the sale of merchandise is always the first consideration—even over theft. For this reason, in the case of carton and card displays sent out by manufacturers, many hardware dealers take out one or two articles themselves before they put the goods on display.

Probably the best prevention of theft, however, is in the open display principle itself. The modern hardware store is arranged so that the customer can see all over the store. Nothing is allowed to obstruct his view. This principle fortunately works both ways, the customer can not only see all over the store but he can also be *seen* from all over the store. There are no high cases or bulky displays for him to hide behind while or after making a theft. Everything is so open that a clerk or another customer can see him from any part of the store. He never knows who is watching him for even a passerby can glance in through the windows of a well-arranged hardware store and see all over its interior. This prevents theft. In fact many hardware dealers have found that theft has been reduced since rearranging their store in a modern open display manner.

The chief danger in the use of the open display, as far as theft is concerned, is in going halfway, for it is obvious that a store which adopts open display methods but which still allows high and bulky display here and there in the store, where customers cannot be seen at all times from other parts of the store, is the most vulnerable of all.

Hardware dealers who have open-display stores agree pretty well that theft is negligible—especially in comparison to increased sales.

When a customer has been caught making a theft, the

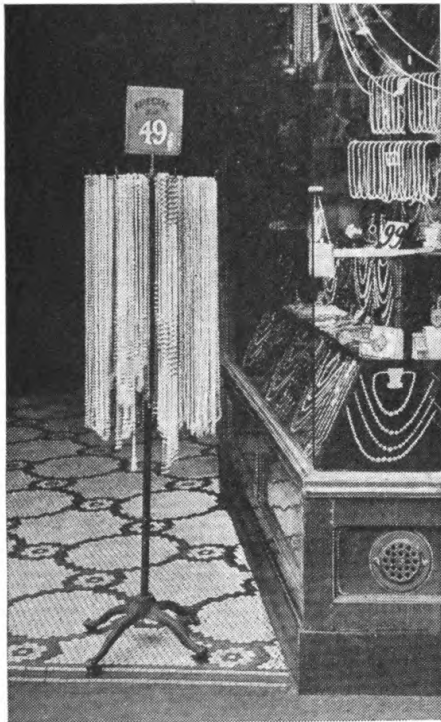
THE MODERN HARDWARE STORE

question often arises as to what to do about it. In some cases the customer may actually walk out with something forgetting to pay for it, and it is very embarrassing to accuse a forgetful customer of theft. A dealer must "have the goods" on the person before he can accuse a person. And even then it is wise to be diplomatic. Some salesmen approach the customer who has walked away from the counter without paying for the article and ask him if he wants to buy the article. A delicate way of putting it in a service store is to ask if he wants it charged. Other salesmen ask if he wants it wrapped.

Technically it is inadvisable to accuse even a rogue of theft until he has left the premises. The point is that

the customer has the right of offer to pay anywhere on the premises—even at the front door—therefore theft has not been committed technically until he has left the premises. That is why store detectives of large stores never make an accusation or a charge until the thief is off the premises.

When a youngster is caught making a theft, dealers use different kinds of treatment. Some of them call a policeman who administers a third degree. Others telephone the child's parents or threaten to do so, but very few stores are unwise enough to actually prosecute for a small theft or let such a story get into



There is probably not a busier corner in the world than Times Square in New York City, where all kinds and classes of people rush to and fro. Yet this jeweler sets merchandise outside the store practically on the sidewalk and unprotected, to increase sales

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the newspapers; for it is not only unfavorable publicity and ruinous to the child's reputation but also suggests thefts to others.

An executive of the F. W. Woolworth Company said that it was their policy never to accuse a person openly of theft. And in most cases this seems a good way to handle the situation, especially where low priced merchandise is involved and the loss to the store trivial. The official went on to say that it was the company's policy to "worry a person out of the store" whom they suspected of having stolen something; for they have found that people have consciences and when a person who has stolen something finds somebody watching, he or she usually hastens away.

The experience of the trade indicates, then, that the danger of theft under normal conditions need not prevent a dealer from putting in open displays.

For it is well-established today among merchandising experts and practical hardware dealers themselves that increased sales make up for any increased loss in theft (and it is a point of argument as to whether theft is increased by open display or actually decreased).

On the whole, customer theft is an old bugaboo. It is more of a scare than it is a real loss. It is tremendously exaggerated, and except in rare cases is not worth stopping. Compared to some of the other wastes in the average hardware store, the loss through customer theft is nothing at all.

For the average hardware dealer who adopts open display the best attitude is for him to say to himself, "What do I care if a customer steals a quarter's worth now and then?" and then turn his attention to some of the real wastes and plan to carry out ideas to increase sales.

XVII

THE STORE FRONT—WHAT IT SHOULD BE AND DO

THE opinion that many people have of a store is the impression they get from the front.

It is the front that gives personality to your store. It is usually the first contact with your customers and possible customers. It generally makes that contact before they have an opportunity of seeing the interior.

As a matter of fact, the store front in many respects is more important than the store interior.

Take, for example, a stranger coming to your neighborhood or a possible customer not in the habit of trading with you. About the only impression they have of your establishment, your service, and your line, is the one given by your store front. If your front is old-fashioned—a dingy, unattractive affair—they naturally conclude the store is run on the same principle. They will hardly think of or care to visit that type of store when they want to buy modern hardware, electrical goods, and home conveniences.

The store front has three important functions:

1. *To give the store character.*
2. *To display merchandise.*
3. *To invite and bring people into the store.*

Let us discuss these functions in order.

The store front can and generally does give character to the store. The front then should be so built that it reflects the tone and the spirit of the business.

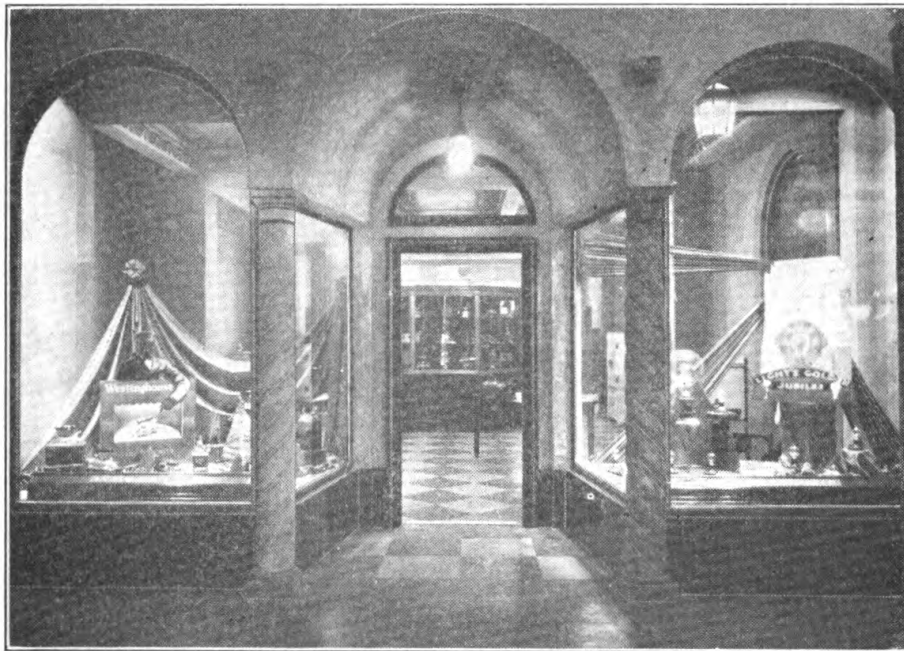
THE STORE FRONT

The cut-rate store naturally wants a loud, noisy, screaming front. That can generally be established by having wide open doors, the front painted red, and the various surfaces plastered full of "Look", "Stop", "One-Half Off," and other screaming signs.

If a merchant wants to be a bit daring, and doesn't want to appear too conservative, yet above the cut-rate class, that character can be established by a sort of tricky front painted in a bright shade, maybe orange or yellow or blue or some other non-conventional color. There is a place and need for stores of that character.

Most hardware stores, however, are fairly conservative in character. They are the kind of stores that cater to substantial people—farmers, home owners and mechanics. Naturally they will want to follow fairly conservative lines and effects in their store front.

On the other hand, many old-line hardware stores have



Courtesy, Westinghouse

Note the graceful lines and the absence of high backgrounds.
This front is especially appropriate for a high-class section

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The semi-arcade front is the most practical and desirable for the average hardware store with sufficient space and volume. It gives maximum display to both small and large items. The small items are displayed in the side windows and bulky ones in the large center window. Note the upper level display to catch the street car and auto trade. This is the front of the store of J. W. Thrasher, McComb, Illinois

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been entirely too conservative and their fronts are entirely too dead, and tend to give a sort of fossilized, high-priced atmosphere to the store. What the modern store should strive for is a front that is fairly live and inviting, yet surrounded with dignity. In this article we will try to confine our recommendations to that middle ground—a front that is dignified yet live and modern.

The underlying principle to get in mind is: There is no standardized formula for a store front.—The store front must vary with local conditions, character of the business, climatic conditions, and building construction. There are general principles, however, that should guide a dealer in determining the character of his front. Let us discuss a few of them.

The store entrance should, whenever possible, be on the sidewalk level.—It has been truly said that every step a store is raised above the sidewalk is one step nearer failure. It is difficult, and in some localities impossible, to get people to walk up three or four steps into a hardware store. It has been proven by actual experiment many times that people hesitate and do not enter a store nearly so readily if they must step up two or more steps.

There are many cases on record where the steps have been eliminated from an old-fashioned store, the floor lowered to the sidewalk level, and immediately sales increased as much as 25% without any other contributing factor.

When the store floor is only four to eight inches above the sidewalk level a sloping entrance is much better than a step.

In the old days, of course, streets were not paved and in many small towns there were not even any sidewalks. Merchants, therefore, built their stores with the floor two or three feet above the street level, literally to get out of the mud. There are still a good number of hard-

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The front of Riley Brothers & Raub, Lancaster, Pennsylvania, is a good example of a simple, economical, and inviting front. The windows converge toward the center. This helps catch the eye of the passer and forms a large lobby in front of the store into which people can step to look at lines in the windows. Note the absence of high backgrounds

THE STORE FRONT

ware stores operating under such conditions in the rural sections, where a step or two up may still be in order.

But any store located on a paved or curbed street with a sidewalk should by all means be on the sidewalk level. The merchant who attempts to draw people up a series of steps is at a serious disadvantage compared with competitors.

Steps down should also be avoided, yet strange as it may seem it is easier to get people to step down than up.

The store entrance or entrances should be as near the center as possible, rather than on an extreme side or corner.—A center entrance is always best. It brings people into the store at the right point to get the maximum circulation and exposes them to the greatest number of sales. The center entrance also makes for the best possible display windows.

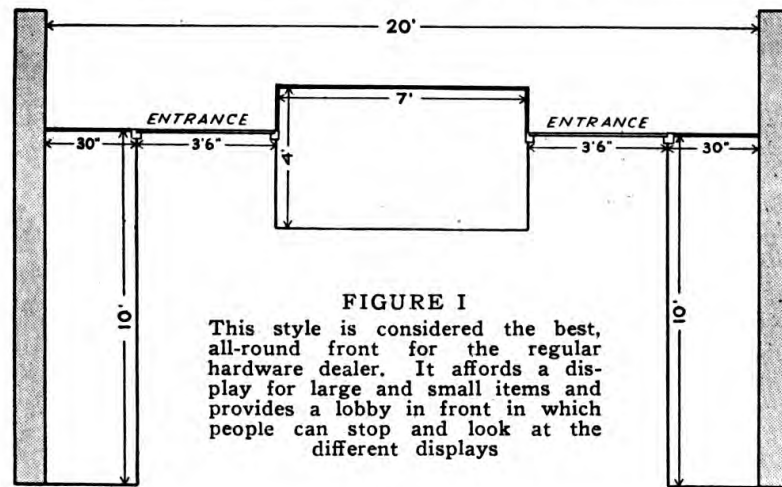
It is now the practice to build center entrances even when stores are located on corner lots of prominent streets. Now and then a drug or cigar store on a prominent corner can use a corner entrance to advantage, but rarely does it pay a hardware store.

The corner or side entrance generally results in a single large awkward window—a window hard to trim and one requiring a large amount of merchandise to fill. (See Figure V.)

Even in the narrow store of 12 or 14 feet wide it is better to have a center entrance with a display window on each side than a corner entrance.

Next let us discuss the functions of a store front from the standpoint of displaying merchandise. In that respect the hardware store has a different problem than the grocery or shoe store. The merchandise handled by the grocer or shoe dealer is all in small size units. But in the hardware store we have both large and small units of merchandise to display. A full line hardware dealer

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has cutlery and washing machines to display, hatchets and wheelbarrows, electrical irons and stoves—small and large units.

In order to see a small item in a window it must be well raised and fairly close to the glass. But in order to display a large item such as a stove or washing machine it should set fairly low, and one can often see it best when standing a few feet away.

To display these two different size items efficiently to a passerby requires two different kinds of windows. Small items must be fairly well elevated (24 inches to 30 inches) and must not be too far from the glass—hence require a high window not too deep (30 inches). Large items require a large, low window.

When a store is large enough it is best to so build the front that window space is provided for displaying both large and small items. Such a front is Figure I. This type of front is sometimes called semi-arcade. The two display windows on the side are only 30 inches deep and exactly suited to the display of small and medium sized articles, as tools, paints, house furnishings, sporting goods, cutlery, etc. The center or island window must be governed to some extent by the size of the front and

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the width of the building, but should always be large enough to display such bulky items as washers, refrigerators, stoves, lawn mowers, wheel goods, galvanized ware, etc.

This type of front provides two center entrances. It affords a sort of arcade or lobby in front of the store which has decided advantages that will be explained later.

This arcade type of front is gaining popularity rapidly (Figure I). It is recognized as the best all-around front for the full line hardware dealer. It is appropriate for both the city and the country store, and meets all the demands better than any other type.

The disadvantage of this type of front (Figure I) is that it takes 10 feet of the store space—but experience has proven that a merchant can well afford to give 10 or even more feet of space to gain the many advantages that this front offers.

Frequently, however, the store is so small that it does not permit a semi-arcade front. A compromise must then be made and the best done under the circumstances. Figures II, III and IV are all types of fronts widely used in hardware stores.

The front shown in Figure II has the advantage of a small lobby and at the same time the glass is set at such an angle that people walking by find it easy to see the merchandise on display. It is considered a very desirable and attractive type when the semi-arcade type is not practical. The front in Figure II has many advantages over Figure

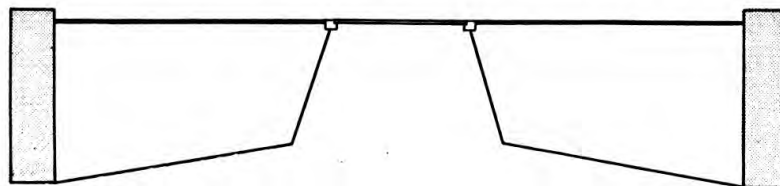


FIGURE II

A front with windows converging toward the center is a very practical one. It has much more pull than one with windows flush on the sidewalks. People walking by get a much better view of the windows

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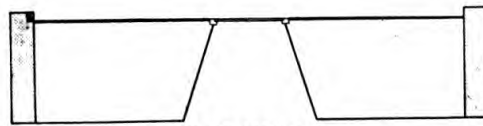


FIGURE III

This type of front is used by many neighborhood and small town hardware dealers

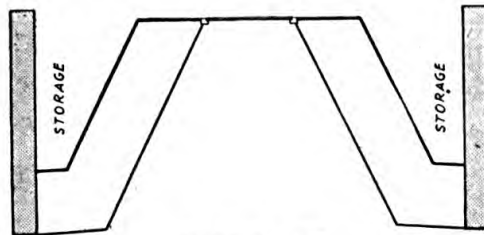


FIGURE IV

A front of this kind is especially appropriate for the narrow store on a busy city street

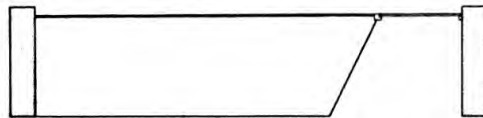


FIGURE V

This side or corner entrance is not a desirable type of front. It brings people into the store at a disadvantage and makes for a large, awkward window that is hard to trim

III and is generally considered the more attractive and desirable of the two.

The front shown in Figure III is one frequently used for the neighborhood store that for the most part displays small items, but now and then wishes to display a bulky item. The windows are large enough for that purpose.

Now and then a store does not carry bulky items and confines itself to shelf hardware and tools. There are many such stores in the large cities. They are generally narrow. A front as shown in Figure IV

is often used by such stores. The windows need only be 30 inches deep, and a background properly placed will provide storage space behind.

Figure V is an example of a front that should be avoided whenever possible. A side entrance makes for a large clumsy window, and brings people into the store in such a way that effective customer circulation is hard to get. Neither is a side entrance store as attractive as one with a center entrance.

The question frequently rises as to whether hardware store windows should have backgrounds. Opinion is divided on that point. There is no question that there

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must be a background of at least sufficient height (from 2 to 3½ feet) to give the window a border.

Some experts today are inclined to believe that hardware window backgrounds have been overdone. In the past many merchants have built high backgrounds, generally up to the ceiling, completely shutting off the window from the rest of the store. There is something to be said for them but they also have a number of disadvantages. A window shut off from the store often looks cold, detached, static, and is lacking in atmosphere. There are many reasons why the background should not obstruct a view of the inside of the store from the street.

A modern hardware store built as outlined in this volume is very attractive indeed. The inside is inviting. There are many people, especially strangers, who first like to take a look inside of a store before they enter. If the store is busy that in itself attracts, for people always follow crowds. There should, in fact, be established an intimacy between the inside of the store, the employees, and the people on the street, and especially those looking in the window. By keeping the backgrounds low or at least having them so they can be seen through, the whole store often becomes a part of the window—and the interior of an attractive, well arranged, up-to-date hardware store is very interesting and inviting to the man or woman passing on the street. For that reason many hardware dealers might well remove some of the backgrounds that prevent a view into the store, or remove the backgrounds entirely, except for a height of from 2 to 3½ feet.

The third function of a store front is to invite and induce people to enter the store. There are many things we can do with a store front to that end.

First of all, it is well to have an attractive sign reminding people of hardware as they pass the store. To catch the people on the sidewalks it is well to have one that hangs or projects over the sidewalk so it can be seen

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Courtesy, Flexlume Corp.

This sign is especially adapted for the busy street. It is made of channel letters, neon-illuminated, with flashing, exposed lamp border

from a distance. It should be a sign of such a nature that it can be seen at night as well, that is, illuminated. If the street is a busy one with considerable auto or trolley traffic, an attractive sign across the front is always worth while. If the signs are illuminated at night, the store constantly impresses itself upon the public's mind even though the store may be closed—and many will return to

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THE STORE FRONT

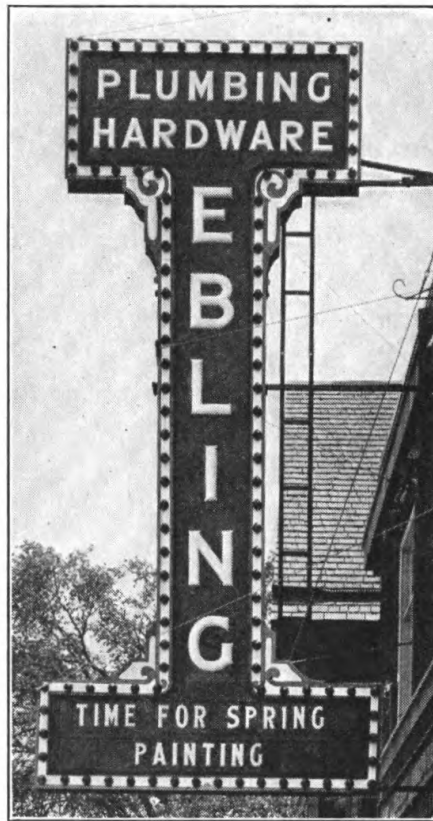
buy. Two examples of typical signs will be found with this article.

While the window and sign may stop the passerby, yet we must make it easy for him to enter the store. A graceful front that is free from posts, obstructions, and clumsy angles helps to get people into the store. It has been found by actual experiment that the front that sets in or slopes toward the center has more pull than the one that sets flush on the sidewalk. For that reason a front as shown in Figure II will get more people inside the store than the front in Figure III. But the semi-arcade type (Figure I) is better yet.

If we can make it possible for people to step off the sidewalk into the entrance or lobby without being crowded the battle is half won. That is why the semi-arcade type of front is so effective and helps pull people into the store.

If, in addition, people can see into the store—and then see a well-arranged, attractive display of merchandise—well, it is hard to keep people out of a store of that kind.

Careful experiment on busy streets proves that double acting doors are better than single acting. A wide door (three feet or more) has more pull than a narrow one. It is better to have one wide door, $3\frac{1}{2}$



Courtesy, Flexlume Corp.

A very satisfactory type of sign for the hardware store—attractive and dignified by day, illuminated at night

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or 4 feet wide, than two narrow ones two feet wide (double).

An open door is much more inviting, and other things being equal we will get more people through it than a closed one. Especially do cash sales increase when the front door is open—and next best is the easy working large size double acting door with a large glass through which people can see.

It has been found that a door with a hard working latch actually turns people away.

A door swinging into the store is better than one swinging out, but better yet is the double acting door.

In conclusion let us repeat that the store front, so far as many people are concerned, establishes the character of your business. It is the first contact with the people in the community. The impression your front gives is the impression they have of you and your store.

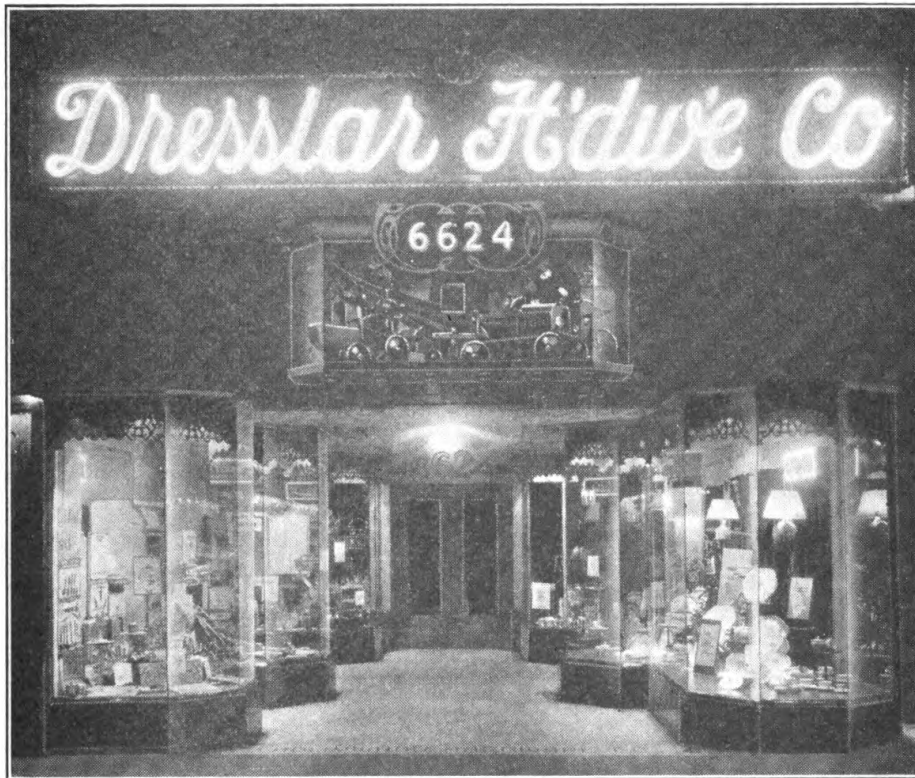
A good front can do much to help sales and profits.

An old-fashioned front cannot possibly do justice to a progressive firm. Therefore one of the best investments that a dealer operating an old-fashioned building can make is for a modern store front.

XVIII

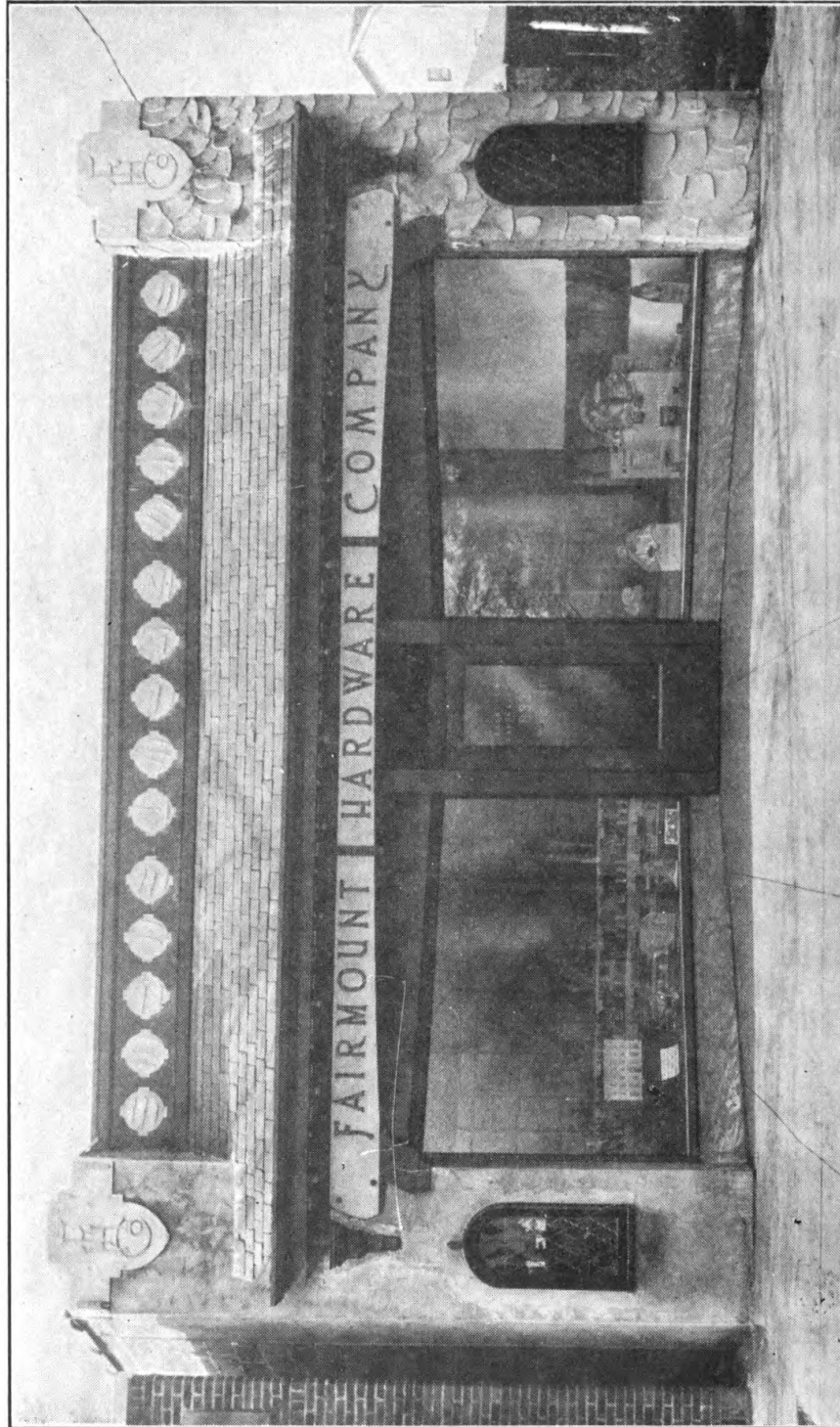
EXTERIOR VIEWS

IN the following pages will be found a selection of hardware store fronts and exterior hardware store views.



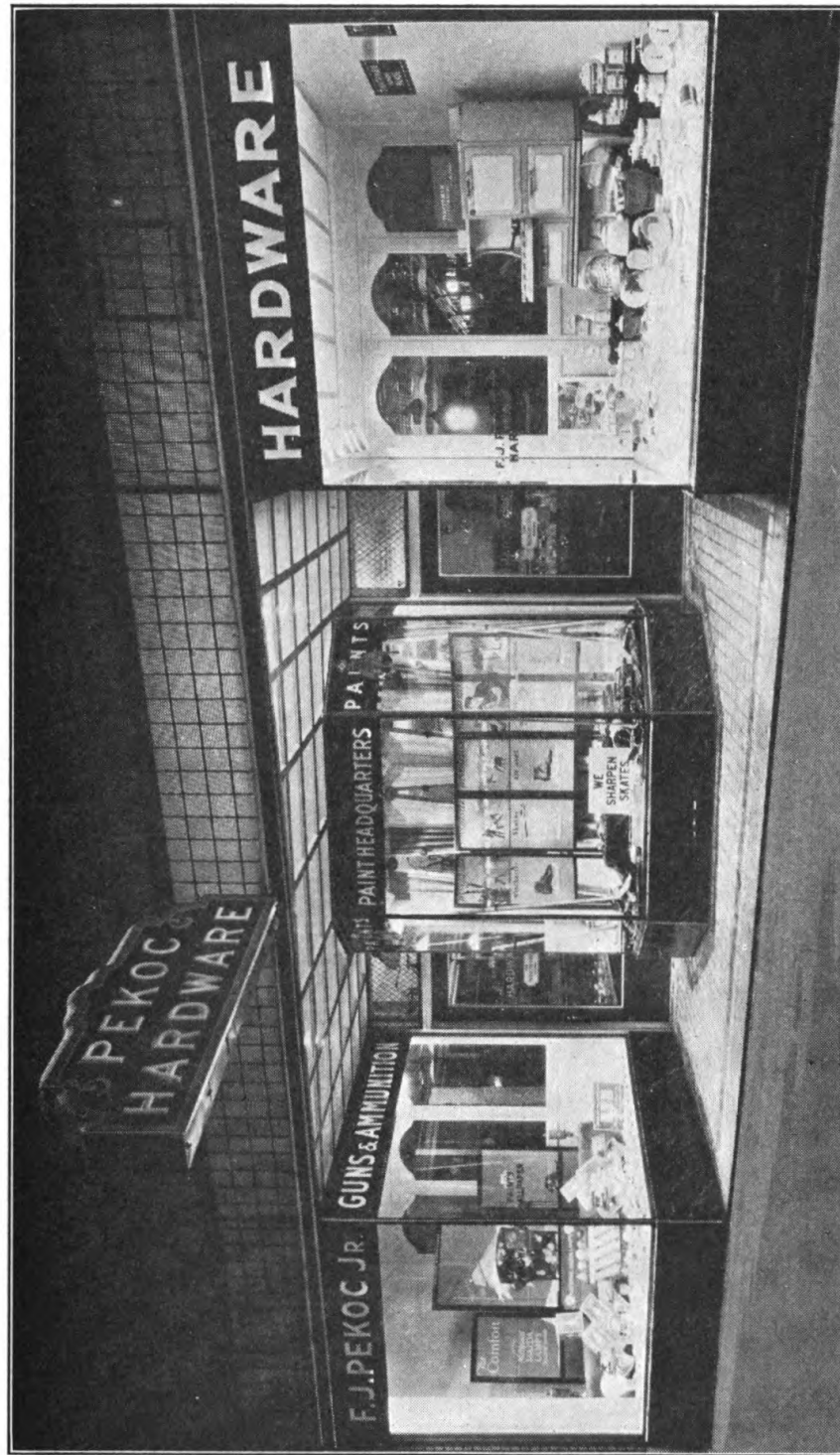
The brilliant electrical sign and well-lighted windows make The Dresslar Hardware Company's store stand out prominently on bizarre Hollywood Avenue, Hollywood, California

THE MODERN HARDWARE STORE



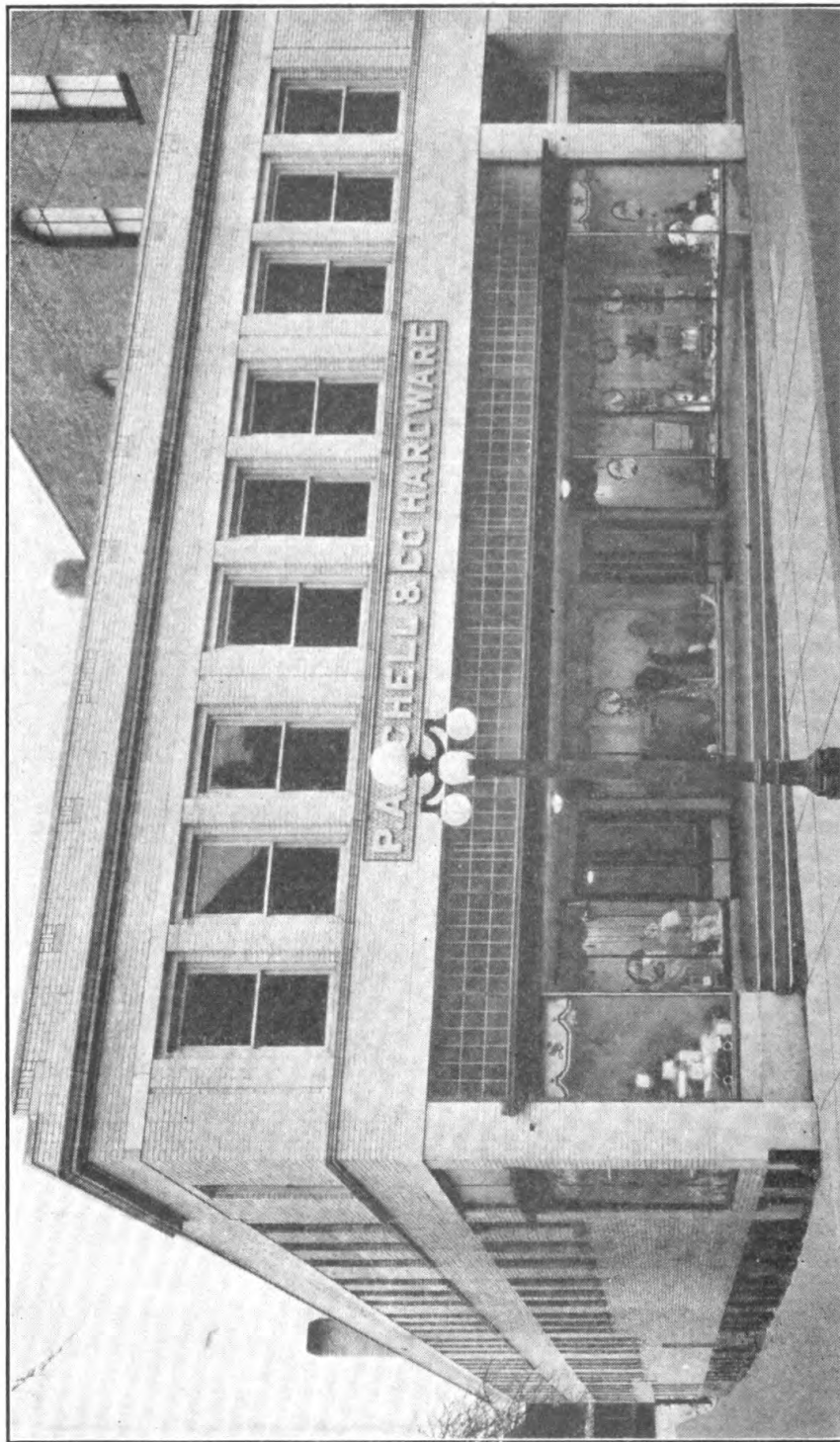
The Fairmount Hardware Company, Hackensack, New Jersey, is an example of an attractive and efficient front for the neighborhood or suburban hardware store

EXTERIOR VIEWS



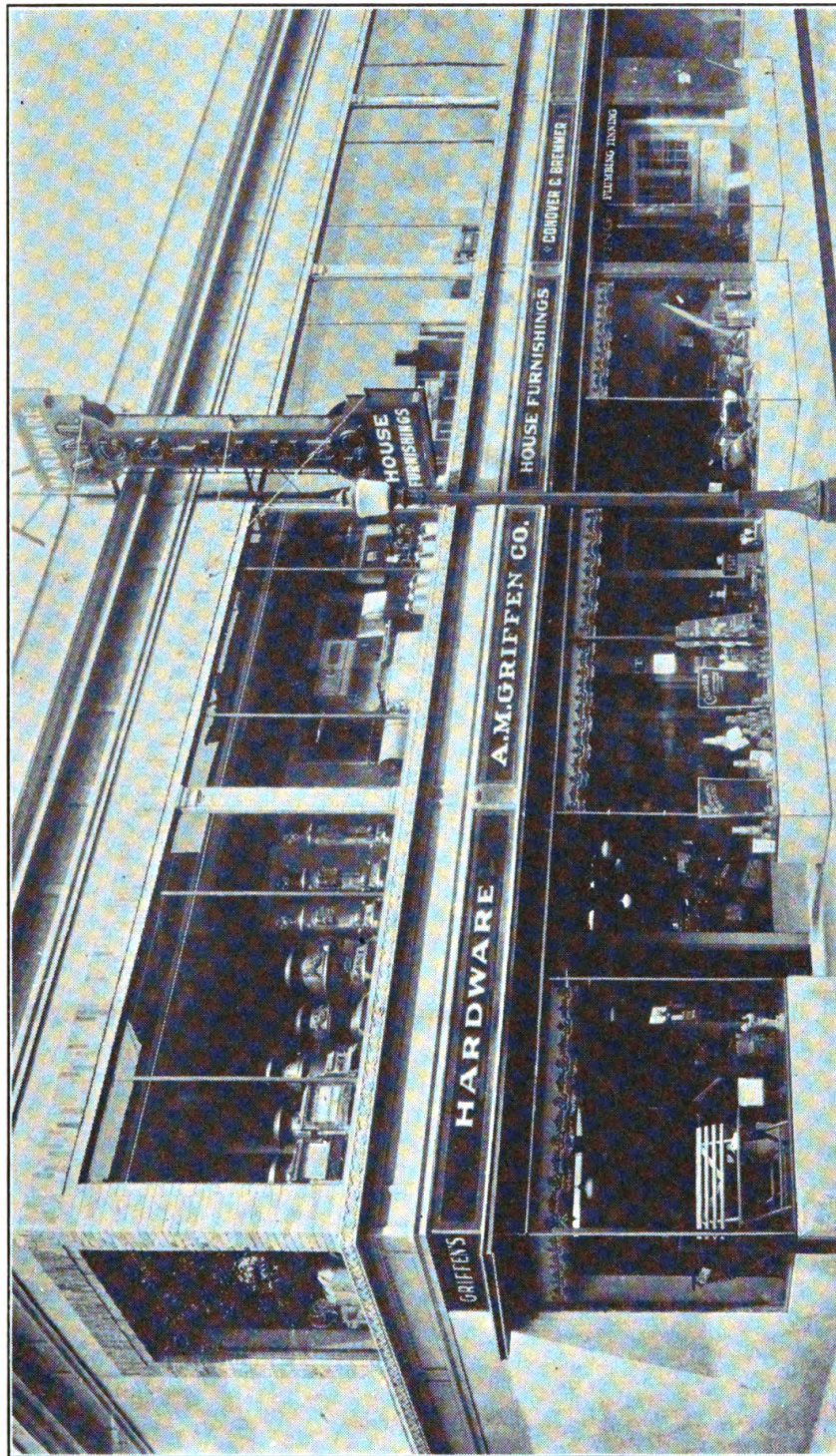
The efficient and effective store front of the neighborhood store of the Frank J. Pekoc Hardware Company, Cleveland, Ohio

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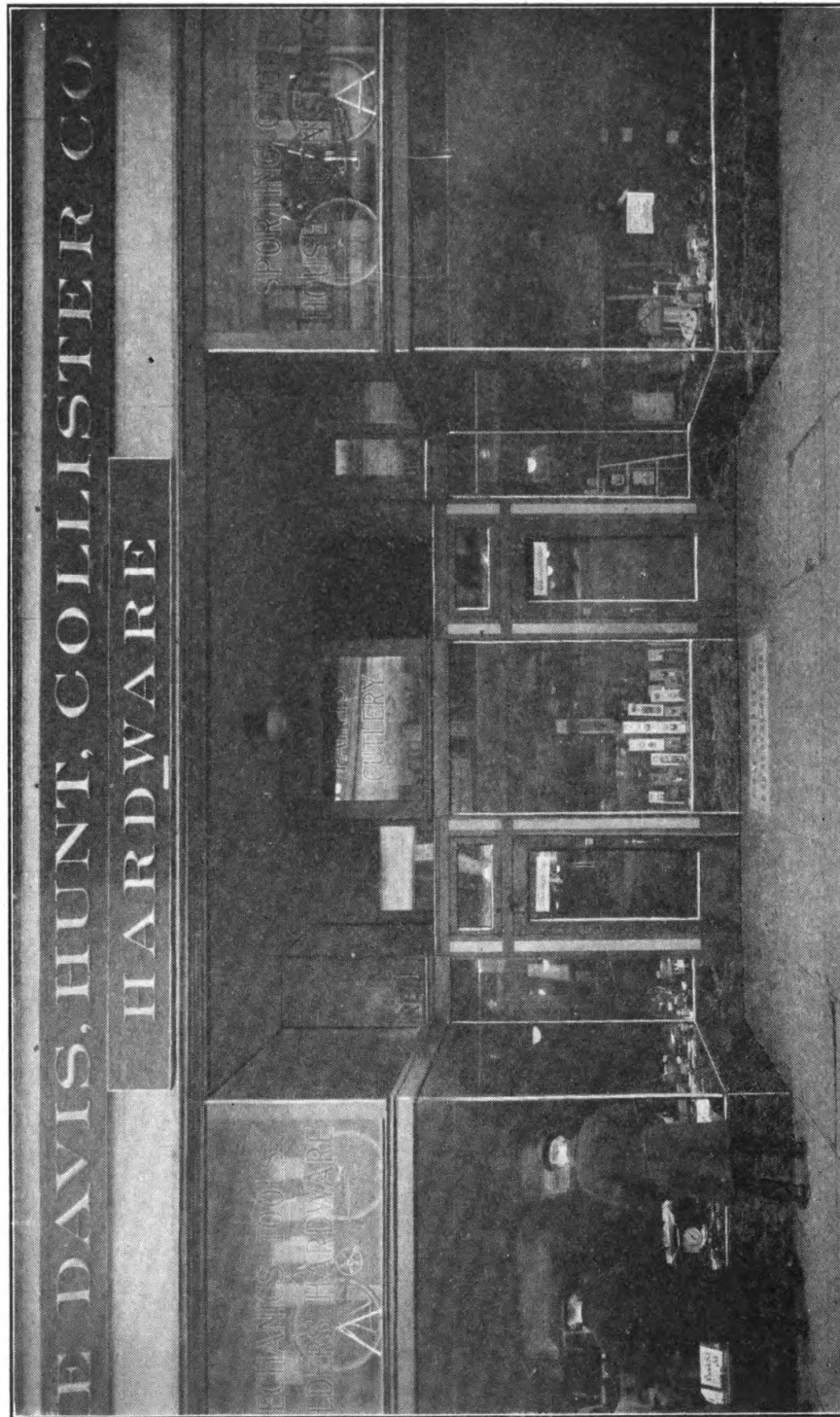
Note how the middle window sets back in the store of P. A. Schell & Company, Somerset, Pennsylvania

EXTERIOR VIEWS



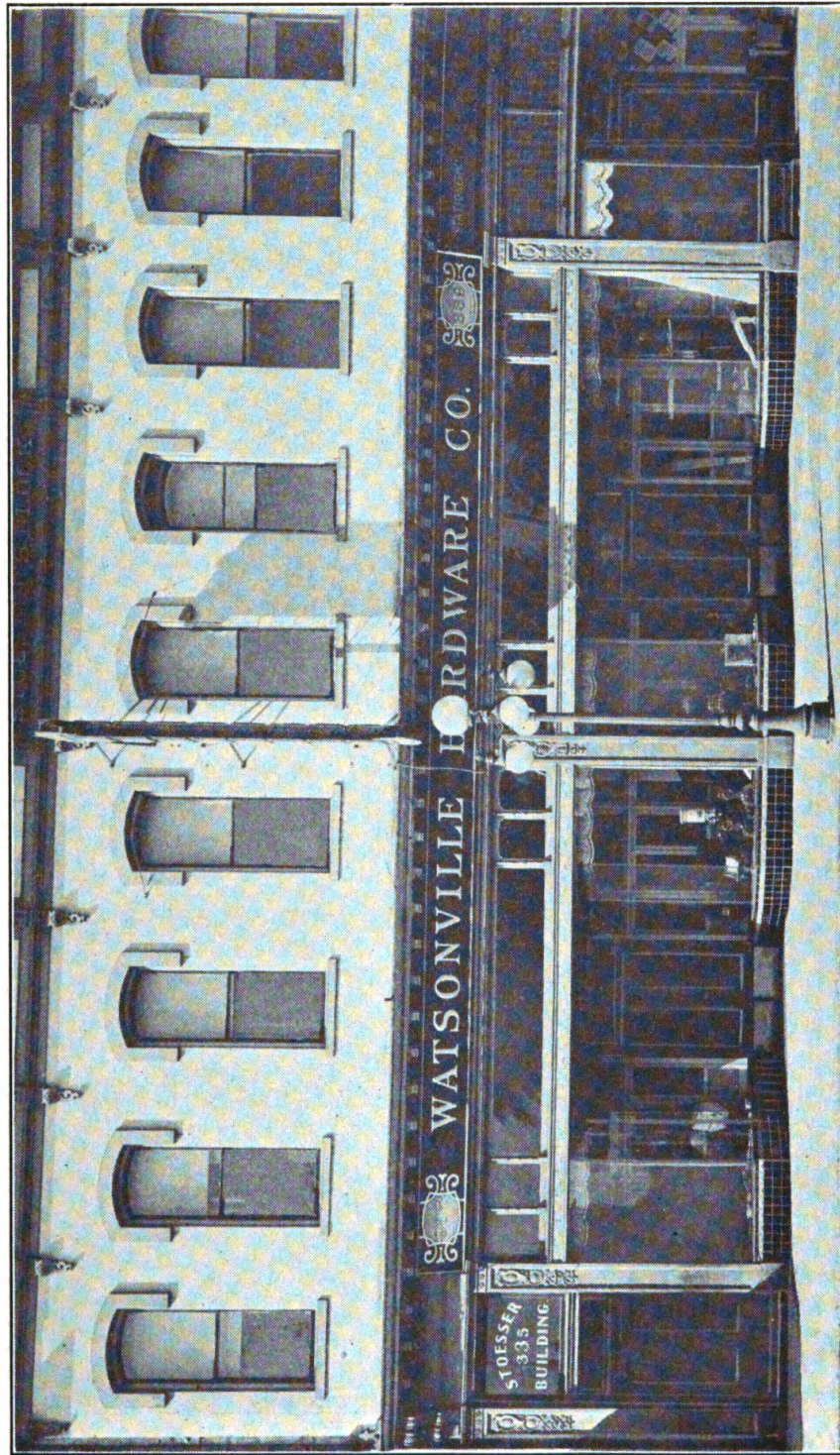
The A. M. Griffen Company, Plainfield, N. J., uses its second floor for display purposes

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A good type of front for the busy street is that of The Davis, Hunt, Collister Company, Cleveland, Ohio

EXTERIOR VIEWS



A modern front in an old building. The Watsonville Hardware Company, Watsonville, California

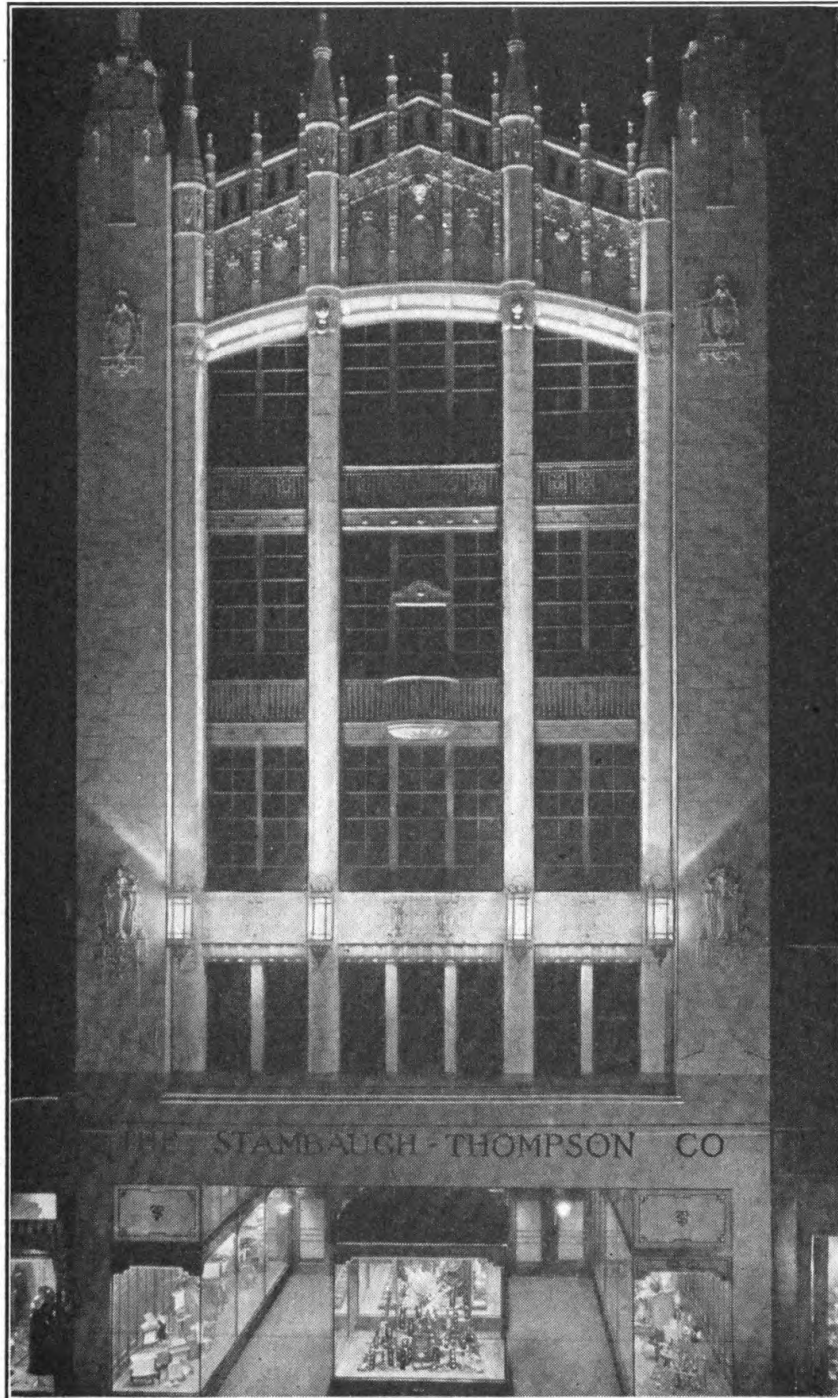
THE MODERN HARDWARE STORE



The oldest hardware firm in America, The Steinman Hardware Company, Lancaster, Pennsylvania, has a store modern in every respect

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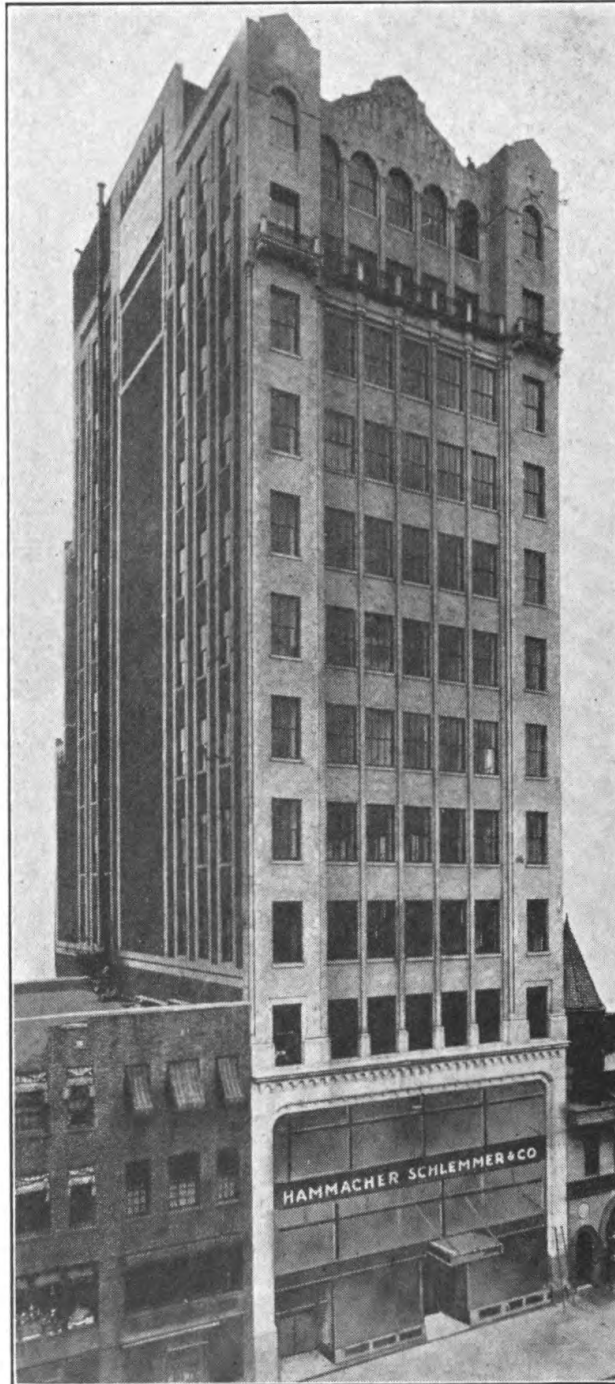
EXTERIOR VIEWS



The cathedral front of The Stambaugh-Thompson Company, Youngstown, Ohio, is considered one of America's best examples of fine hardware store front architecture

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The uptown store of Hammacher, Schlemmer & Company, New York City

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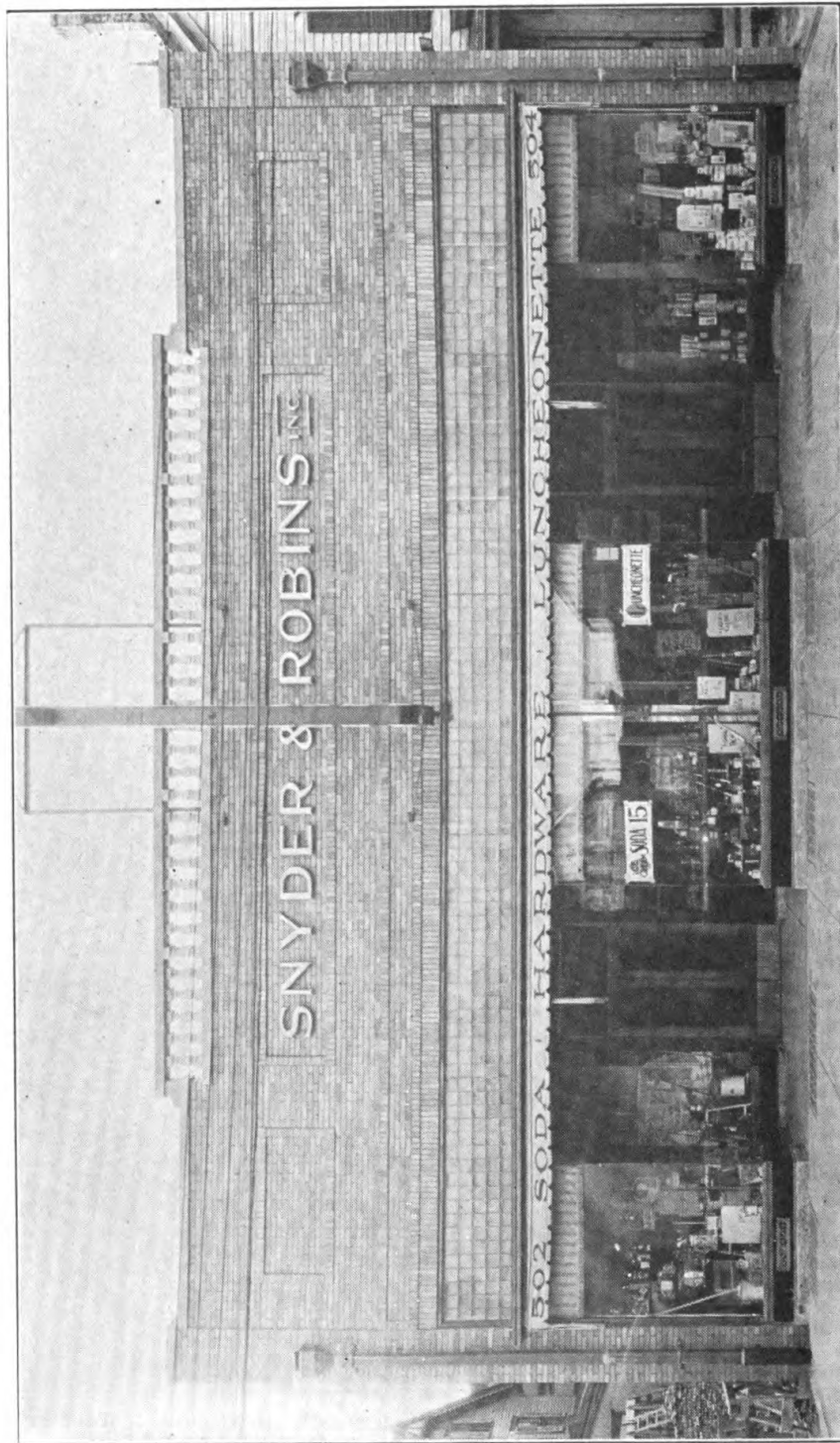
EXTERIOR VIEWS



A stucco front with double display windows. R. B. Cranston, Woodland, California

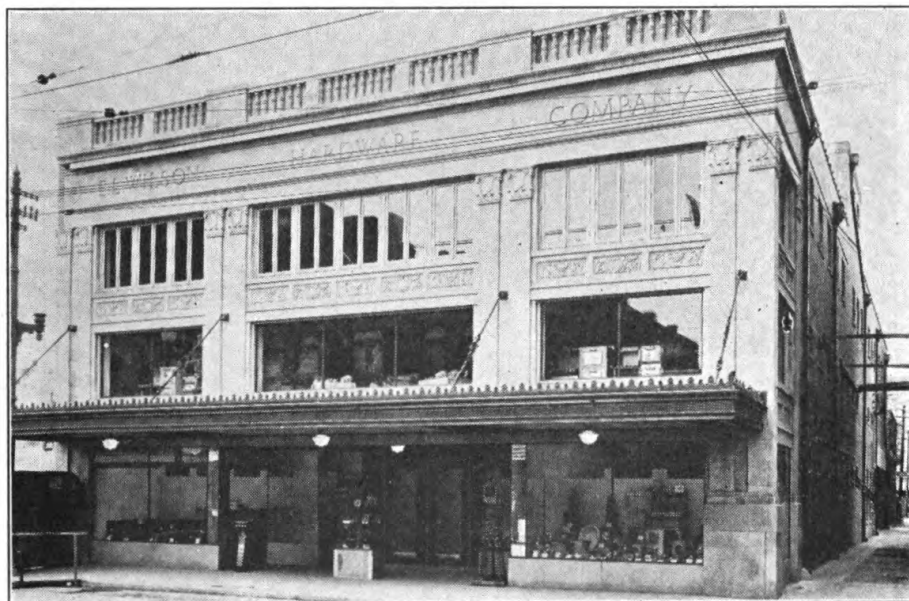
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Snyder & Robins, Incorporated, Asbury Park, New Jersey

EXTERIOR VIEWS



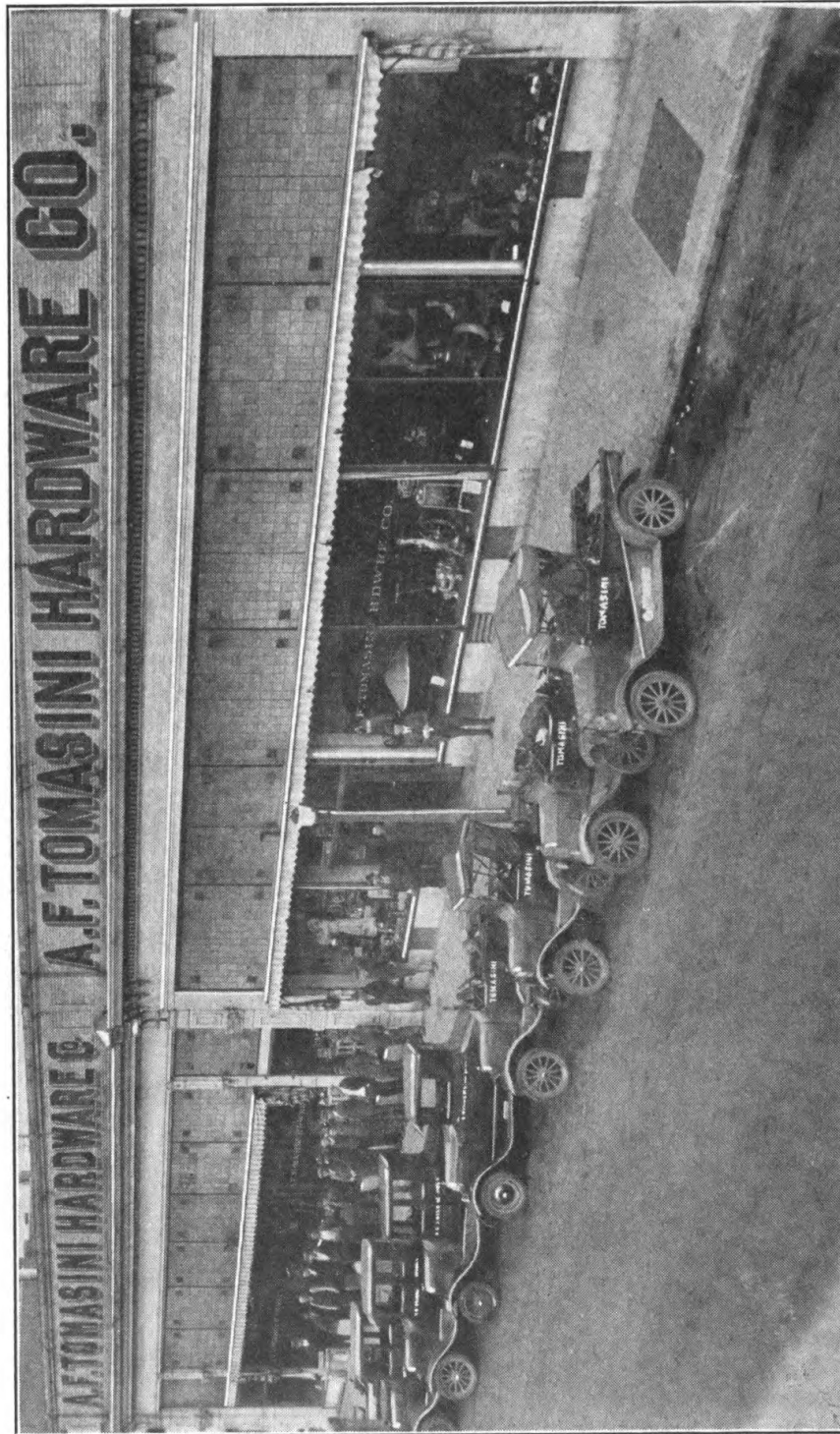
The E. L. Wilson Hardware Company, Beaumont, Texas



The tile roof effect is a pleasing feature of the front of the Wolverine hardware store, Detroit, Michigan

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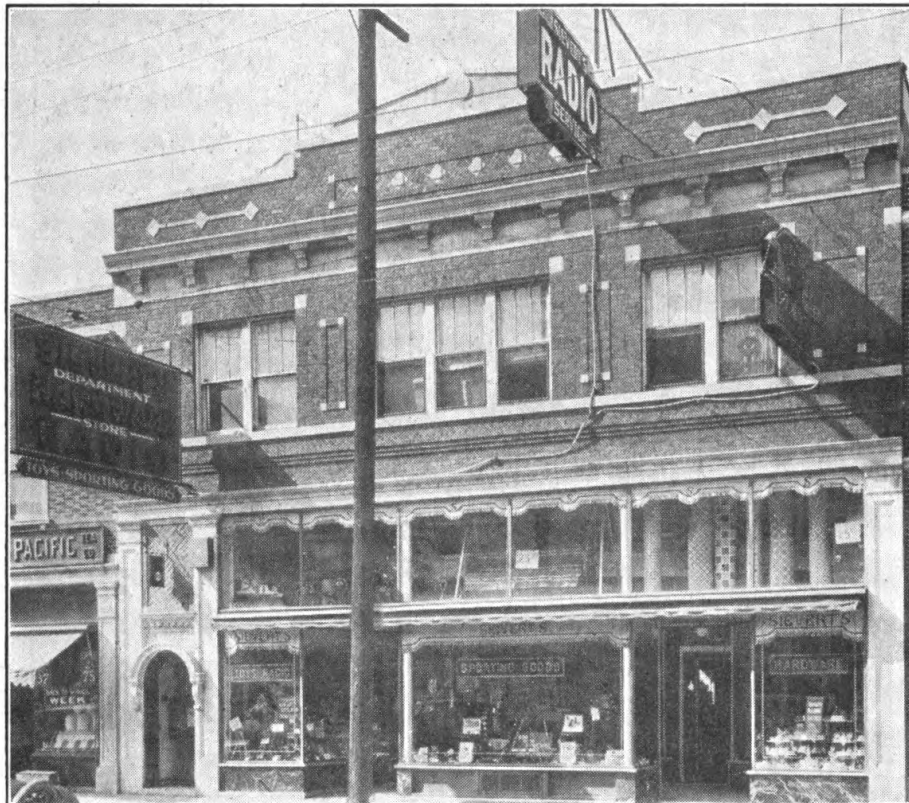


The A. F. Tomasini Hardware Company, Petaluma, California, has an unusually wide front

EXTERIOR VIEWS

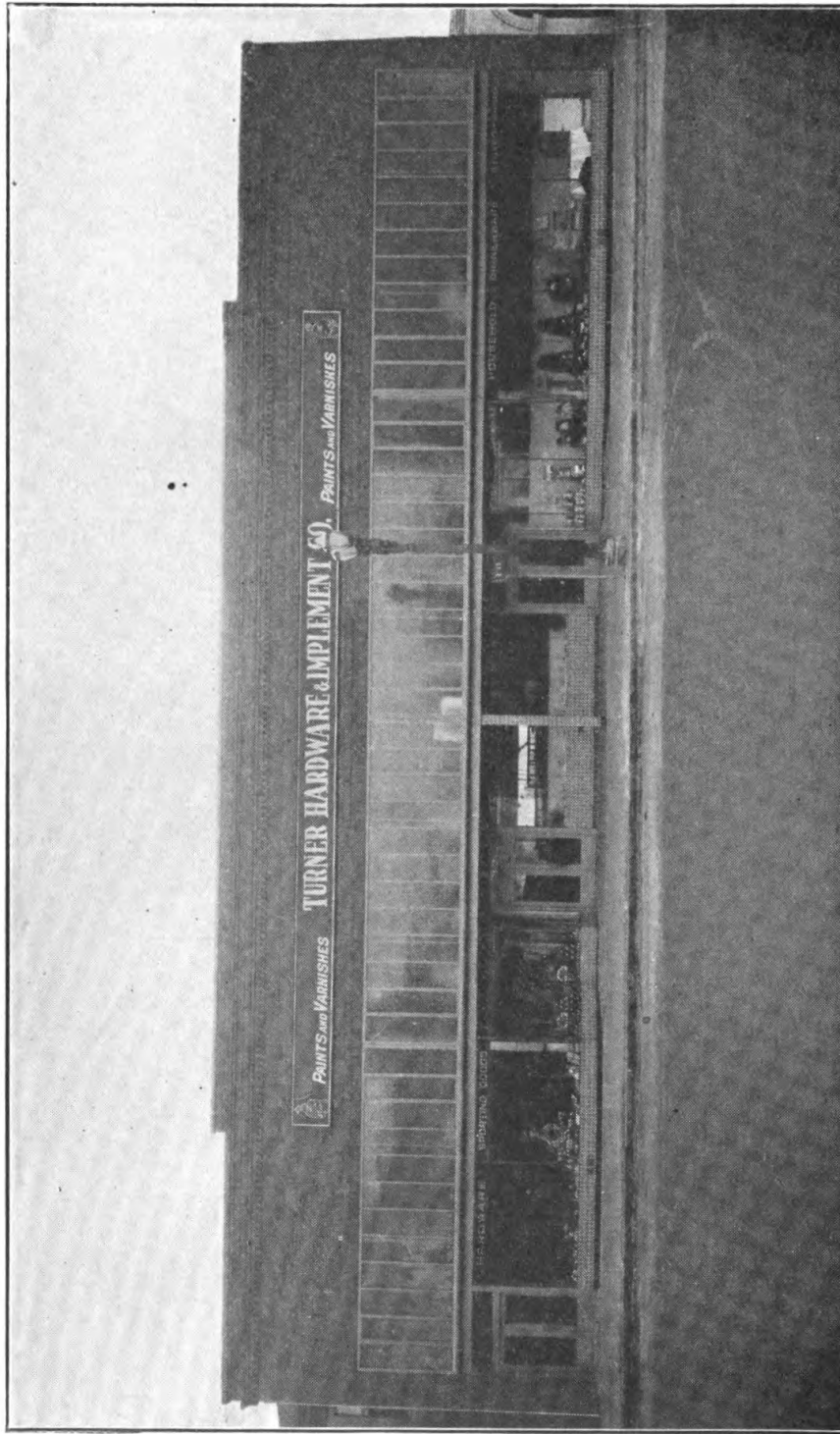


By the use of stone and different shades of brick C. W. & R. Thatcher, Asbury Park, New Jersey, get a very striking front



The Seivert Hardware Company, Detroit, Michigan, has two sets of windows in the first floor—the lower to attract the people on the sidewalks, and the upper to catch the auto and trolley traffic

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A store front out in the big open spaces—The Turner Hardware & Implement Company, Stockton, California

EXTERIOR VIEWS

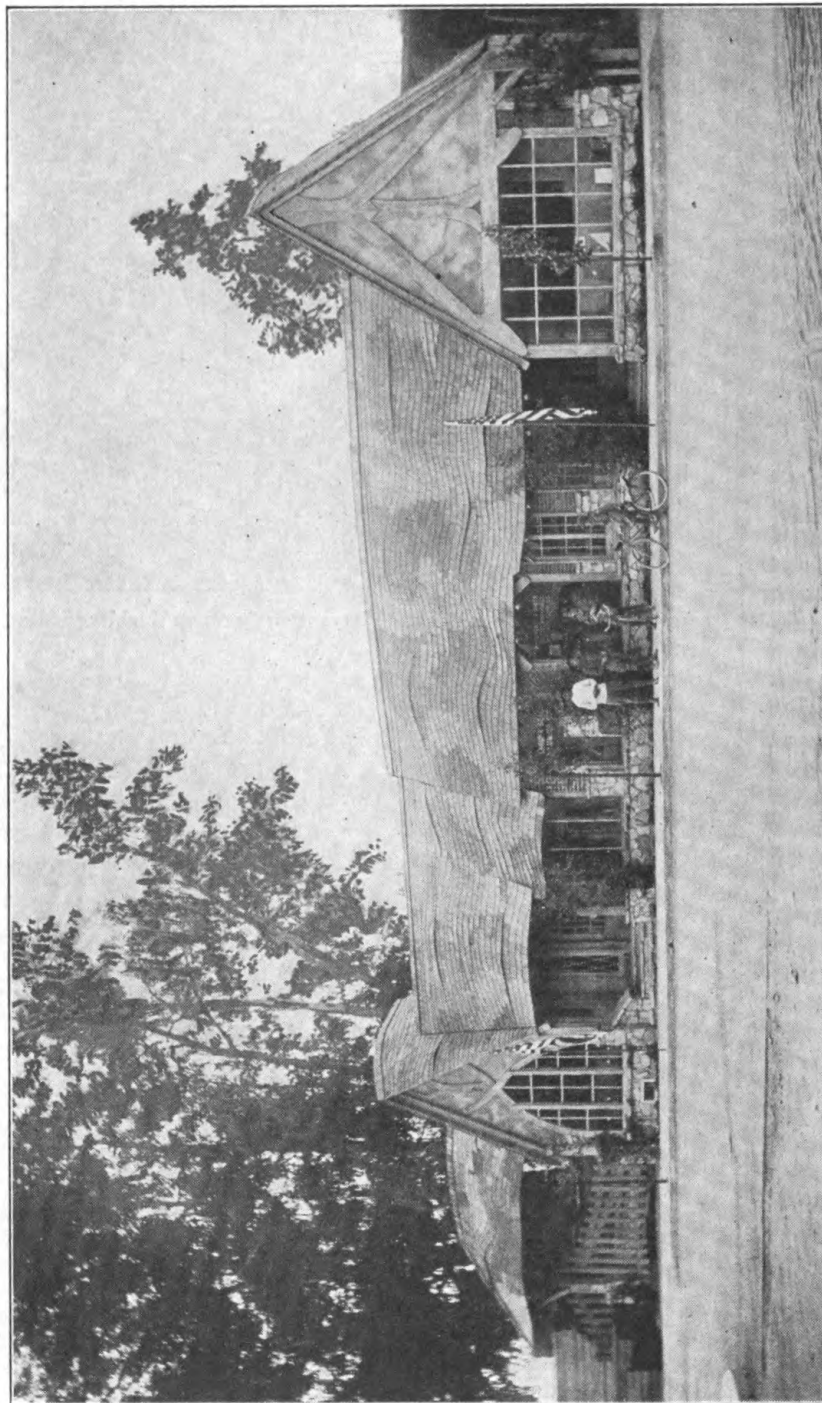


A typical suburban front. The Des Plaines Mercantile Co., Des Plaines, Illinois



This florist shop is an example of how graceful curves can assist in making an attractive store front

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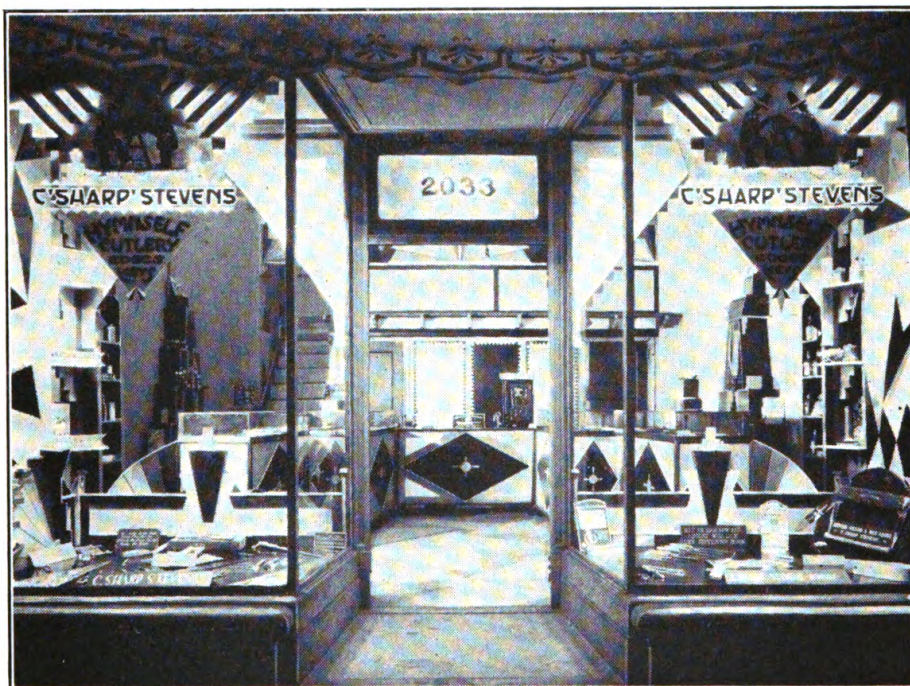


An excellent example of a hardware and builders' supply front. The Laguna Beach Lumber Company, Laguna Beach, California

EXTERIOR VIEWS

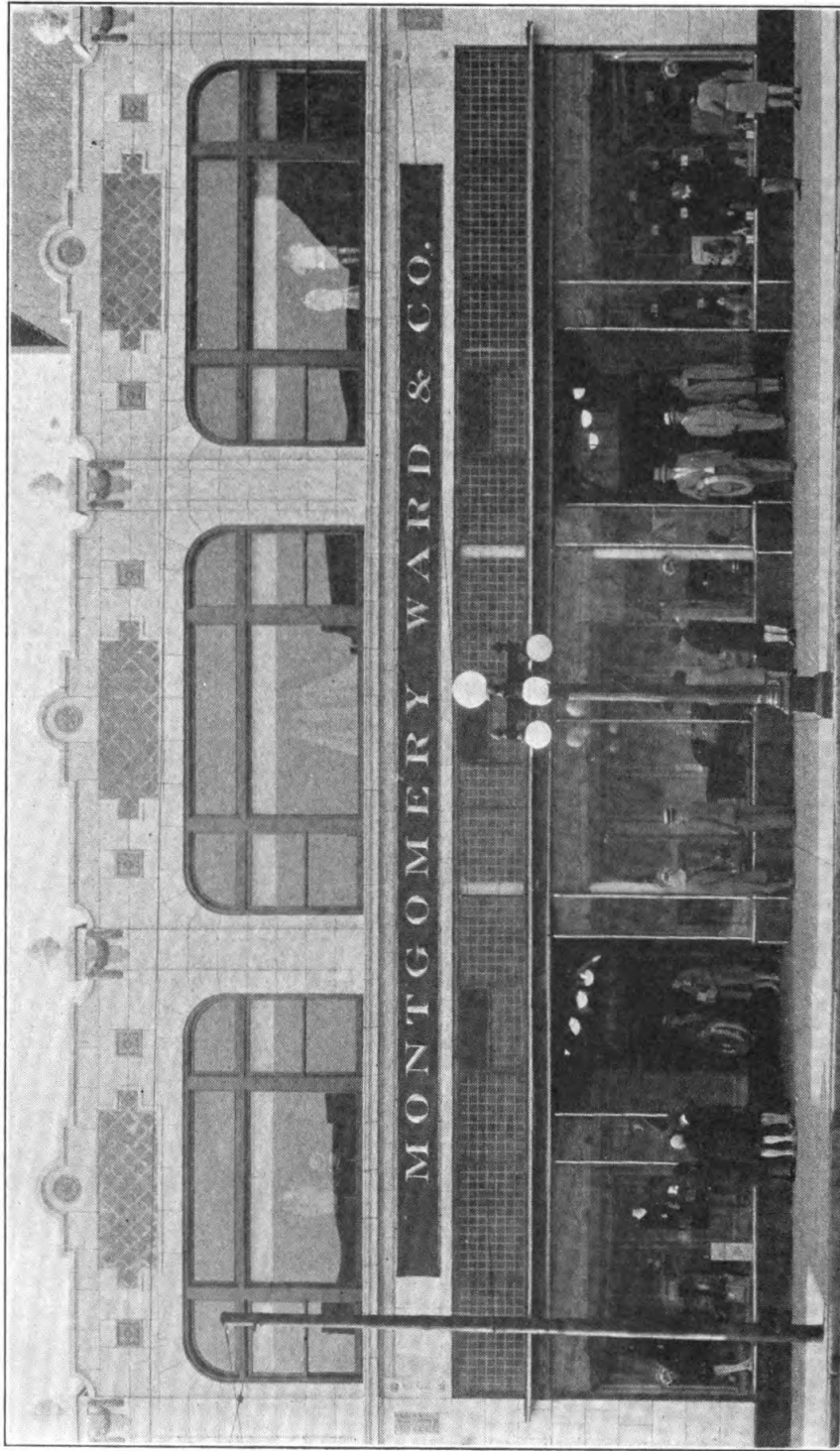


A closeup of the unusual hardware store front of The Laguna Beach Lumber Company, Laguna Beach, Calif.



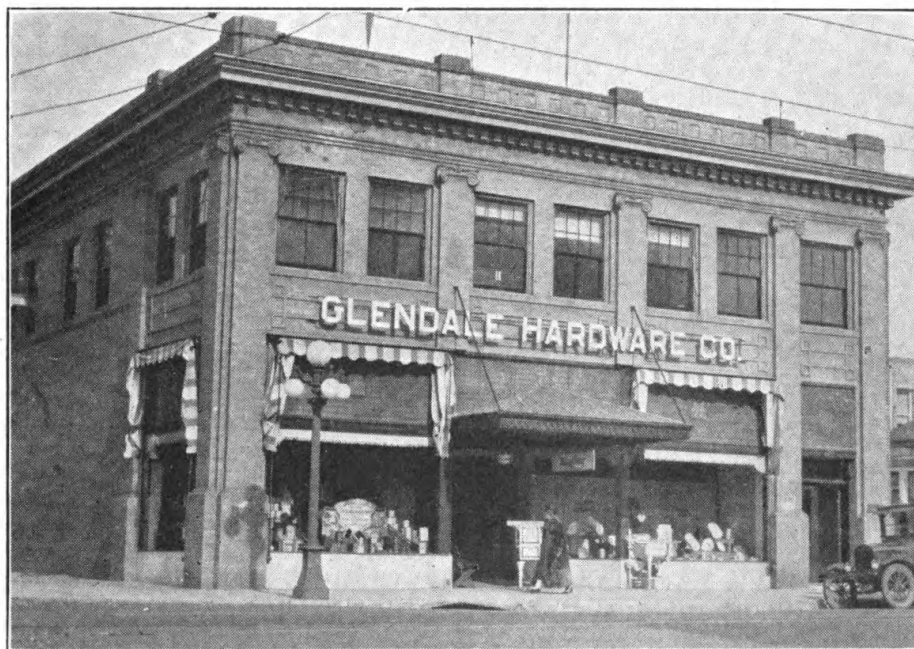
C. Sharp Stevens, cutlery merchant, Cleveland, Ohio, gives his store a bizarre effect

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A typical example of a Montgomery Ward & Company, Inc., double entrance store front

EXTERIOR VIEWS



The Glendale Hardware Co., Glendale, California, is a good example of a conservative type of front



The home of C. C. Schlatter & Company, Fort Wayne, Indiana

XIX

ACCESSORIES FOR THE DISPLAY WINDOW

EVERYONE realizes the importance of good windows. The merchant who goes ahead today must make sure that his windows sell—that his windows are instrumental in turning wants into sales.

The store windows and displays must attract attention. Moreover they must hold the attention sufficiently to create an interest in the merchandise, and finally they must get people to act—sooner or later bring them into the store to make purchases.

But in window trimming as in many other activities about the modern hardware store time is a mighty important element.

In former chapters we said that it is necessary for the hardware dealer to keep his expense down. He must get the greatest possible results with the least amount of work. That holds true with trimming windows. Unless the window is properly built and the store has the proper window accessories, the time required for putting in compelling windows will be too great.

The trick in window trimming is to get a good result with the least amount of work. The way the windows are built, then, their size, and the accessories and helps available all have a bearing on that point.

The old fashioned hardware store generally has windows that are entirely too large. They are sometimes from 6 to 12 feet deep. They require a great deal of

THE DISPLAY WINDOW

time to trim and besides require a large amount of merchandise to produce an effect.

For that reason there is a decided tendency toward the shallow window,—from 30 to 36 inches deep. With a better understanding of window trimming technique and the use of accessories we have learned how to get a selling window effect with a comparatively small amount of merchandise and time.

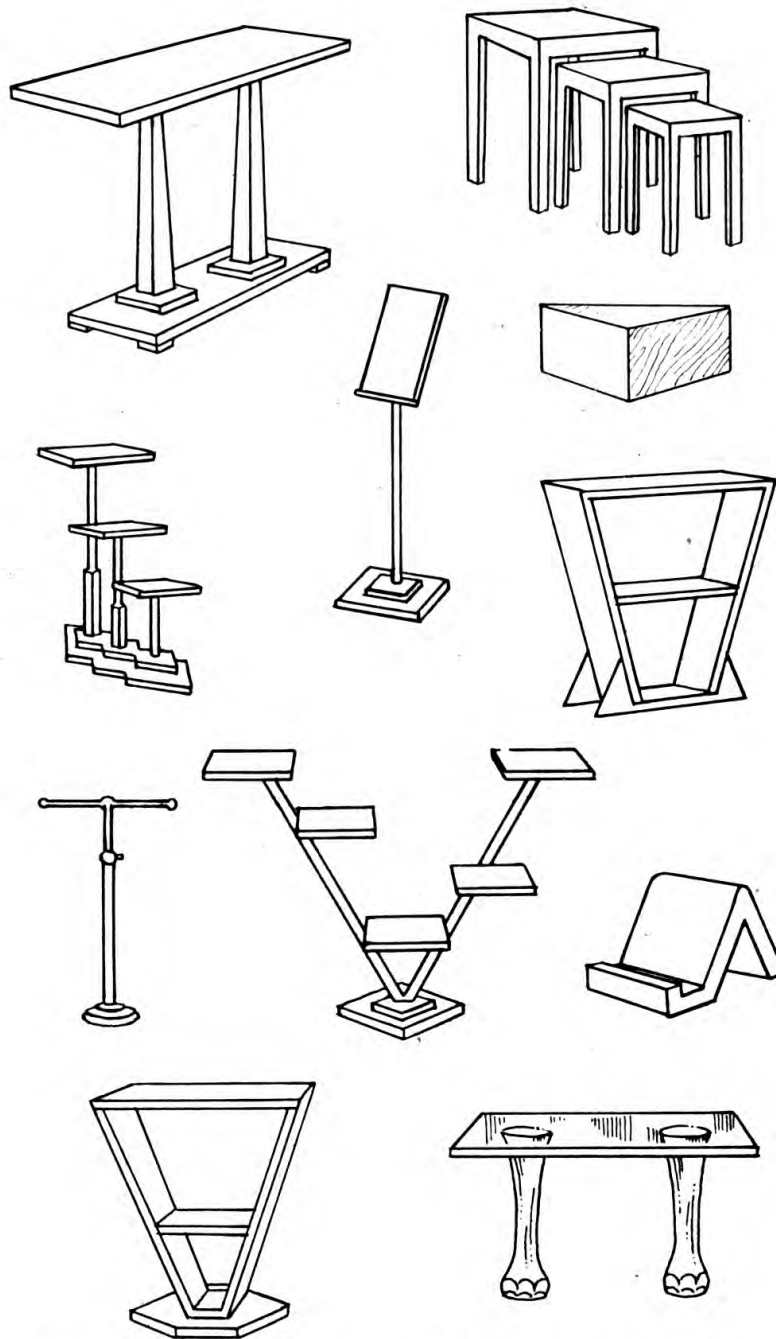
The average hardware line is made up of a variety of items—large ones and small ones—all of which should in the course of time be displayed. As stated in the article on store fronts, there is therefore a need for two kinds of windows—a small window 30 to 36 inches deep for the small items, and a larger window for the larger items, as washing machines, poultry netting, and other bulky merchandise. The ideal store front, therefore, provides both types of display windows. (See chapter XVII on store fronts.)

But not all hardware stores can go to the expense of remodeling their fronts to provide large and small windows. It is often a case of doing the best possible under existing circumstances.

Stores with windows that are too deep might well give thought to the movable background. A temporary background from two to four feet high can easily be built into a window. If movable, it can be adjusted to any depth consistent with the demand. When the occasion demands it can be removed entirely so that the larger items can be displayed. In this manner the dealer provides for both a shallow and a deep window which he can alternate.

Experts have figured out that for the average stock in the hardware store a window three feet deep is best adapted for displaying more than 75% of the stock. The trick is, then, to give the display height, or vertical dimen-

THE MODERN HARDWARE STORE



Pedestals are required to give a window display height. They are especially useful in producing a mass effect with the minimum of work and merchandise in the shallow window. Pedestals come in a wide variety of styles and finishes

THE DISPLAY WINDOW

sion. By the use of stands and other accessories a very striking effect can in this manner be produced with the minimum amount of work and merchandise. Drug stores and haberdasheries in our cities have also found the shallow window most efficient. By a mastery of the technique of building vertical displays in a shallow window the hardware dealer's window dressing problem is greatly simplified—at least for the medium sized and small items that make up more than 75% of his line.

In the old fashioned store with deep clumsy windows most of the attention is placed on displaying merchandise horizontally, that is, by arranging it on the floor of the large clumsy window. That method of display is pretty much out of date now. A movable background is one of the best investments that a store with such windows can make.

Next in importance to the size of the window itself are the accessories necessary to build a good display. So important are the accessories that we will list the principal ones with a brief description of each. Every hardware store should have a variety of window accessories as a part of its permanent equipment. In addition it needs a small work room or at least a neat corner somewhere in the store where the accessories can carefully be stored and where window materials can be prepared.

Pedestals.—Through the use of pedestals a display can easily be given height. Height gives a mass effect with but a small amount of merchandise and work. Of course when pedestals are used the display should slope toward the front, and the high pedestals or points of the display should always be placed at the rear.

Pedestals come in an infinite variety. There is no end to the kind and types that can be used. The common packing case properly covered frequently becomes one of the most useful pedestals in window decoration.

THE MODERN HARDWARE STORE



The glass vase, plate glass shelf, and talking signs are the most frequently used window accessories

The next in importance is the glass vase. It is perhaps the most useful accessory.

A handy man about the store can frequently make a variety of pedestals. But as a rule it is difficult to get a finished effect in home made equipment, so it is generally better to buy them from a manufacturer. On page 260 of this chapter you will find a suggestive assortment of pedestals.

The Glass Shelf.—The plate glass shelf used in connection with pedestals or vertical positions is a very necessary window accessory.

The average store should have a variety of sizes of plate glass in stock. A plate glass shelf goes well with any type of pedestal although it is most frequently used with the glass vase.

Backgrounds.—Frequently a store window is built with a high permanent background. There is some difference of opinion as to whether high permanent backgrounds in windows are desirable, as was discussed in the chapter on store fronts. There are some authorities on store arrangement who prefer a background slightly below the eye level, so people on the street can see into the store.

THE DISPLAY WINDOW

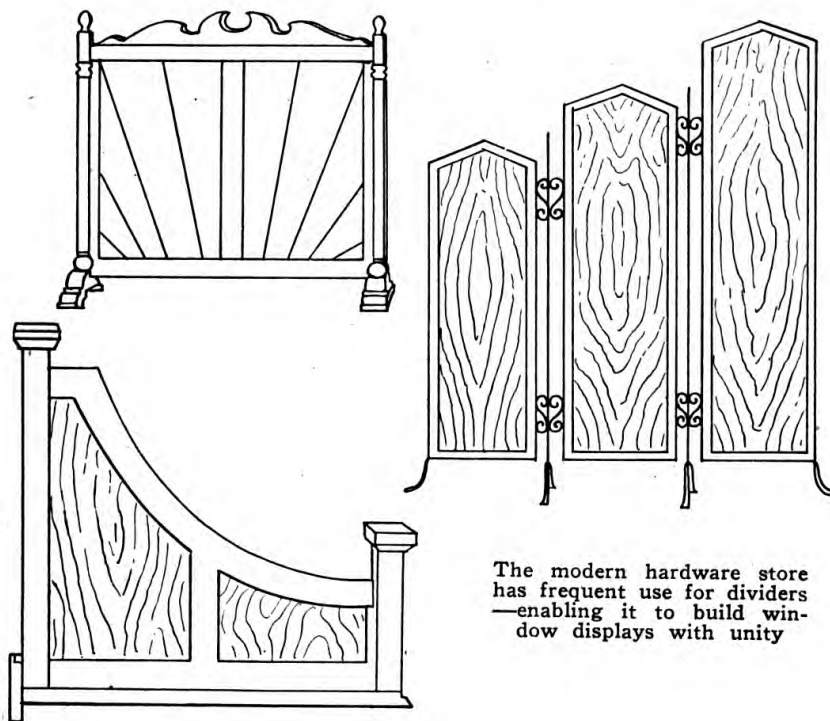
But even where backgrounds are permanent there is frequently a demand for wings and panels at the rear of the window to produce certain effects or to achieve a unity in the display.

At present there is a demand for modernistic effects and naturally the background must be made to blend into the color or nature of the display.

For that reason a well equipped hardware store can well afford to have a few alternative wings, screens and movable background effects.

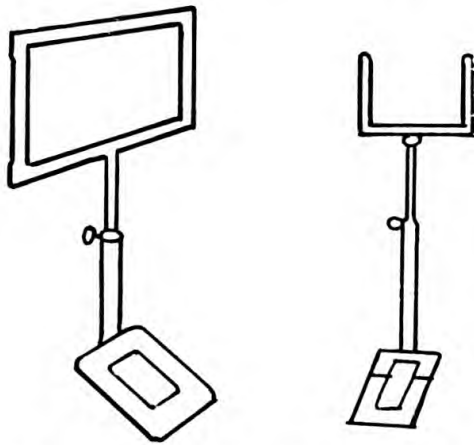
Wall Boards.—Window trimmers make frequent use of wall boards out of which they make cut-outs, stands, holders, and other accessories or effects. Not only, then, should the modern hardware store have a stock of available wall board but there must be space and tools for cutting and working it.

Dividers.—Many stores have long windows. Dividers



The modern hardware store has frequent use for dividers—enabling it to build window displays with unity

THE MODERN HARDWARE STORE



The modern hardware store needs show cards and price card holders in a variety of sizes—for tables and platforms as well as window displays

are sometimes necessary for breaking the windows into sections so that two or more different types of displays can be arranged at the same time. Even in the case of small windows 30 or 36 inches deep dividers are a frequently useful accessory.

Dividers come in a variety of forms, patterns and shapes from the humble picket fence

to beautiful wrought iron effects.

Spotlights and Reflectors.—Good lighting is, of course, the first essential of an effective window. The problem of good display window lighting was discussed in chapter XIV.

In addition, however, to the regular window lights, spot lights or reflectors are often necessary.

Frequently a window trimmer may wish to give certain goods emphasis, or produce some particular effects, and for that reason spot lights and reflectors can well be made a part of the modern hardware store window equipment.

Show Card Holders.—Frequently show cards placed in the window in conjunction with merchandise need no holders, especially if they are large ones, or made of heavy board. Often, however, a show card at some particular elevation or in some precise position is necessary and for that reason it must be placed in a holder. There are a variety of holders available.

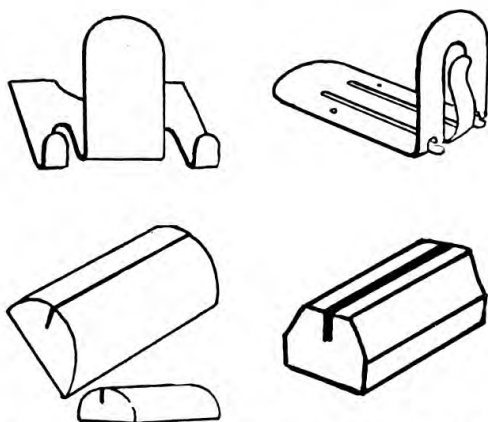
The holders illustrated above can be used inside the store in connection with table or platform displays as well as in the windows. They come in a variety of different

THE DISPLAY WINDOW

sizes and heights. It is generally best to get them with adjustable heights.

Show cards are more and more becoming a definite part of good windows. While merchandise itself is interesting, yet to give a window that selling appeal that makes people come in and buy it is frequently necessary to make some pithy remark about the merchandise or use a well-phrased sentence that turns interest into action. Show cards, then, and show card accessories are definitely a part of the modern hardware store window equipment.

Price Ticket Holders.—Of course, all merchandise displayed in the modern hardware store window must be



Price card holders come in a variety of designs

price marked so the customer can plainly read the price from the street.

There are a number of ways of pricing merchandise and the method must vary somewhat with the nature of the article.

If a price ticket is simply leaned against the article on display it sometimes gets blown or knocked over.

It is a better policy to fix the price tags. There are a number of simple inexpensive holders available for that purpose.

THE MODERN HARDWARE STORE

Display Paper.—Frequently a colored, a seasonable, a holiday, or an unusual effect of some sort is desired for the walls or backgrounds of a window display. For that purpose display paper is generally used. It can be bought in a variety of original designs, patterns and colors.

The use of display paper is one of the most effective methods of getting a changed or unusual effect with but little effort.

Crepe Paper.—Crepe paper has been called "the window trimmer's first aid." It can be bought in a number of shades and styles.

The manufacturers of crepe paper get out seasonable effects, special designs, and a number of crepe paper accessories that the hardware merchant can constantly use in window trimming.

Cardboards.—For show cards, panels, and other uses a variety of cardboard should be available.

Cardboard can be secured in a number of shades, colors and weights.

Draperies and Velours.—For given settings, de luxe windows, or striking effects, tapestries, velours and other textiles can be used.

The modern hardware store can well afford to have a few pieces as part of the permanent window equipment.

Artificial Flowers.—Artificial flowers frequently come in handy to produce given effects. They are now manufactured in a number of artistic designs and arrangements.

The average hardware dealer will hardly want a permanent stock except perhaps flowers of frequent use such as palms and ferns. But it is well for the display man to have on hand a catalog so that he can make his selections of artificial flowers as he needs them.

The above is by no means a complete list of all of the window trimming accessories for the modern hardware

THE DISPLAY WINDOW

SYMBOL AND COLOR CHART For the Four Seasons of the Year

SEASON	SYMBOLS	COLORS	FLOWERS
SPRING	Birds, butterflies, flowers, sundials, gardens, sunshine, moonlight nights.	Pearl gray, pink, lilac, ivory, light blue, coral, apple green.	Apple, cherry and almond blossoms, roses, pussy willows, lilacs, tulips, daffodils.
SUMMER	Travel, touring, vacations, sports,	Pink, yellow, green, blue, violet, cool colors.	Daisy, peony, clematis, asters.
AUTUMN	Harvest, fruits, grains, corn stalks, rustic scenes, bark, woods.	Red, yellow, orange, green, brown, purple; strong colors.	Chrysanthemum, dahlia, goldenrod, fox-tail. Autumn foliage.
WINTER	Icicles, snow, ice, frost, snow man, Winter sports.	Red, green, gold, frosted effects; all warm colors.	Pines, ruscus, box, oak, palms, holly, poinsettia.

Two-Color Combinations

Gray and Old Rose; Gray and French Blue; Coral and Old Rose.	Jade Green and Nile Green; Apricot and Salmon; Apricot and French Blue.	Light Amber and Grass Green; Azure Blue and French Blue; Cerise and Gray.
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Three-Color Combinations

PRINCIPAL COLOR	ADDITIONAL COLORS
Gray.....	French Blue, Old Rose
Apricot.....	Salmon, French Blue
Light Brown.....	Apricot, Salmon
Apple Green.....	Heliotrope, Violet

Mental Reactions to Color

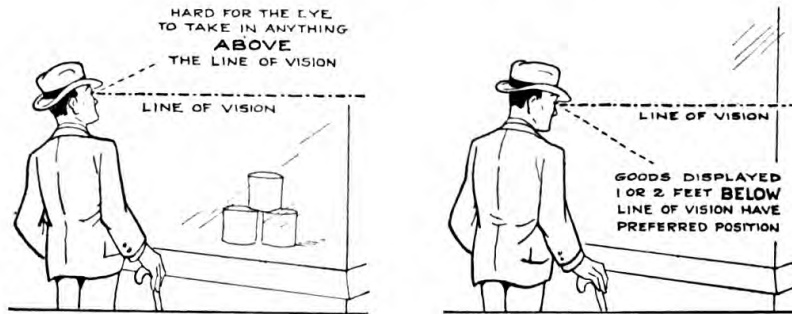
RED denotes fire, passion, temper, and excites.
BLUE is cool, pacifying, soothing, acts as a tonic.
YELLOW denotes light, joy, speed, motion.
GREEN is restful, cheerful, comfortable.
VIOLET suggests darkness, sorrow, ashes.

store. There are many others, the use of which vary with the nature of the store and its window trimming problem.

In planning windows and window accessories it is well to keep a few of the outstanding principles of window trimming in mind.

The item that you wish to give the greatest amount of

THE MODERN HARDWARE STORE



attention should be displayed well below the line of vision. People look down much more easily than up, and for that reason the item they see when standing in their normal position is the one that receives the greatest attention. Your accessories should be planned with that principle in mind.

The right use of color is very important in securing window effects. On page 267 will be found a color chart that will help in the selection of harmonious effects.

Displays should generally be so built that they slope and step down toward the front and the entrance. In other words, the highest part of the window display should be at the outside rear and the lowest part toward the front. When possible there should be a graceful sloping toward the entrance.

XX

A COLLECTION OF WINDOW TRIMS

MORE and more the hardware trade realizes the importance of good window trims.

Side by side with the modern interior arrangement must go the modern window display.

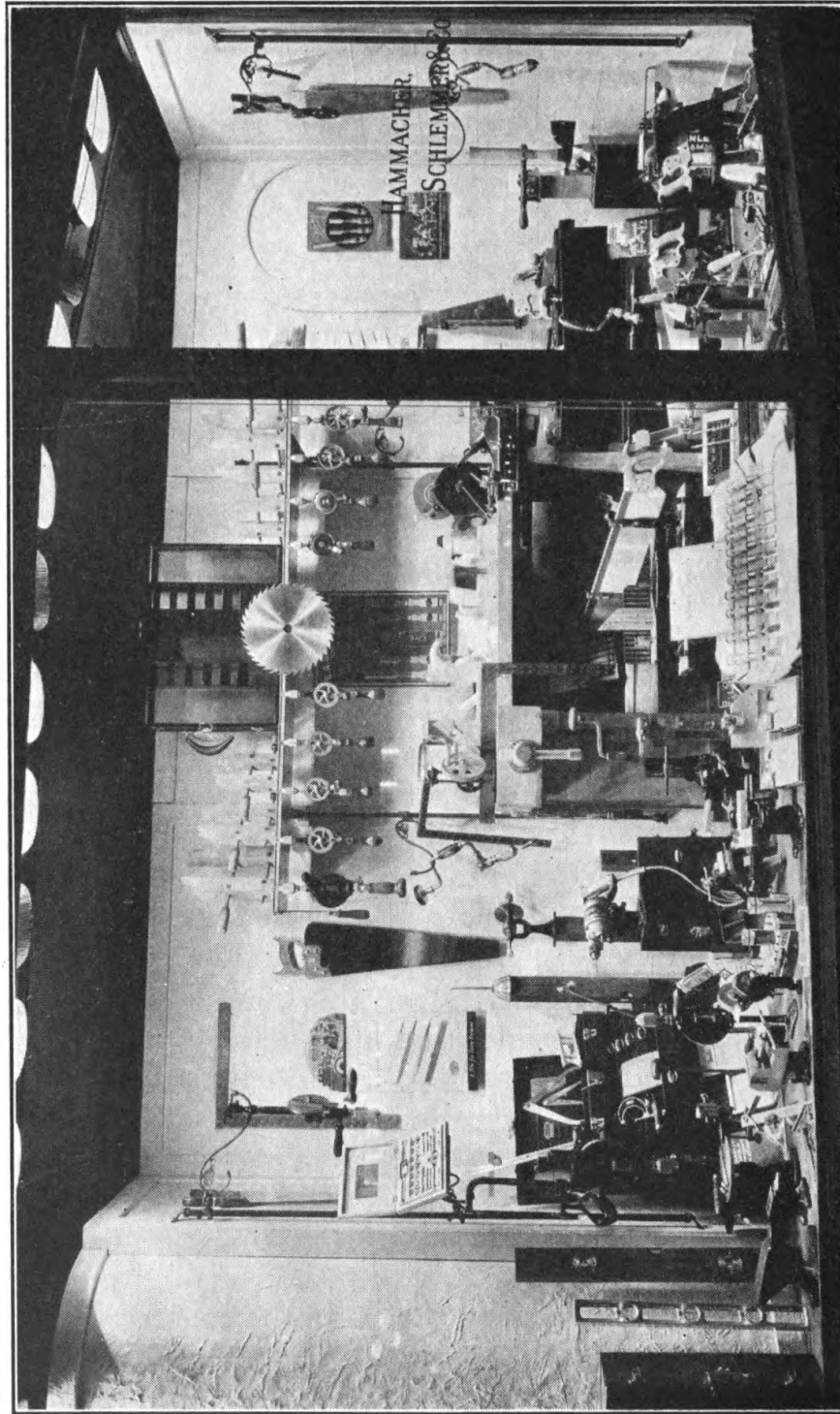
After a dealer has thoroughly modernized his store, when he has so displayed his stock that merchandise will sell on suggestion, he must then use every means possible of bringing more people into the store. The more people that can be brought in, the more store circulation there will be. The more store circulation there is, the better will merchandise sell.

There are many things that a merchant can do to bring people into his store. One of the most important, however, is the proper use of the display window.

The hardware store is full of items needed by people in the community. Besides that, every stock has products that the consumer knows little about. By properly displaying these items in the window interest can be aroused to the extent that the customer comes into the store to buy them.

In the following pages are a collection of successful window trims that have been worked out and used by some of the most prominent stores in the country. They contain many suggestions—a good percentage of which readers may be able to use or adapt in their own windows.

THE MODERN HARDWARE STORE



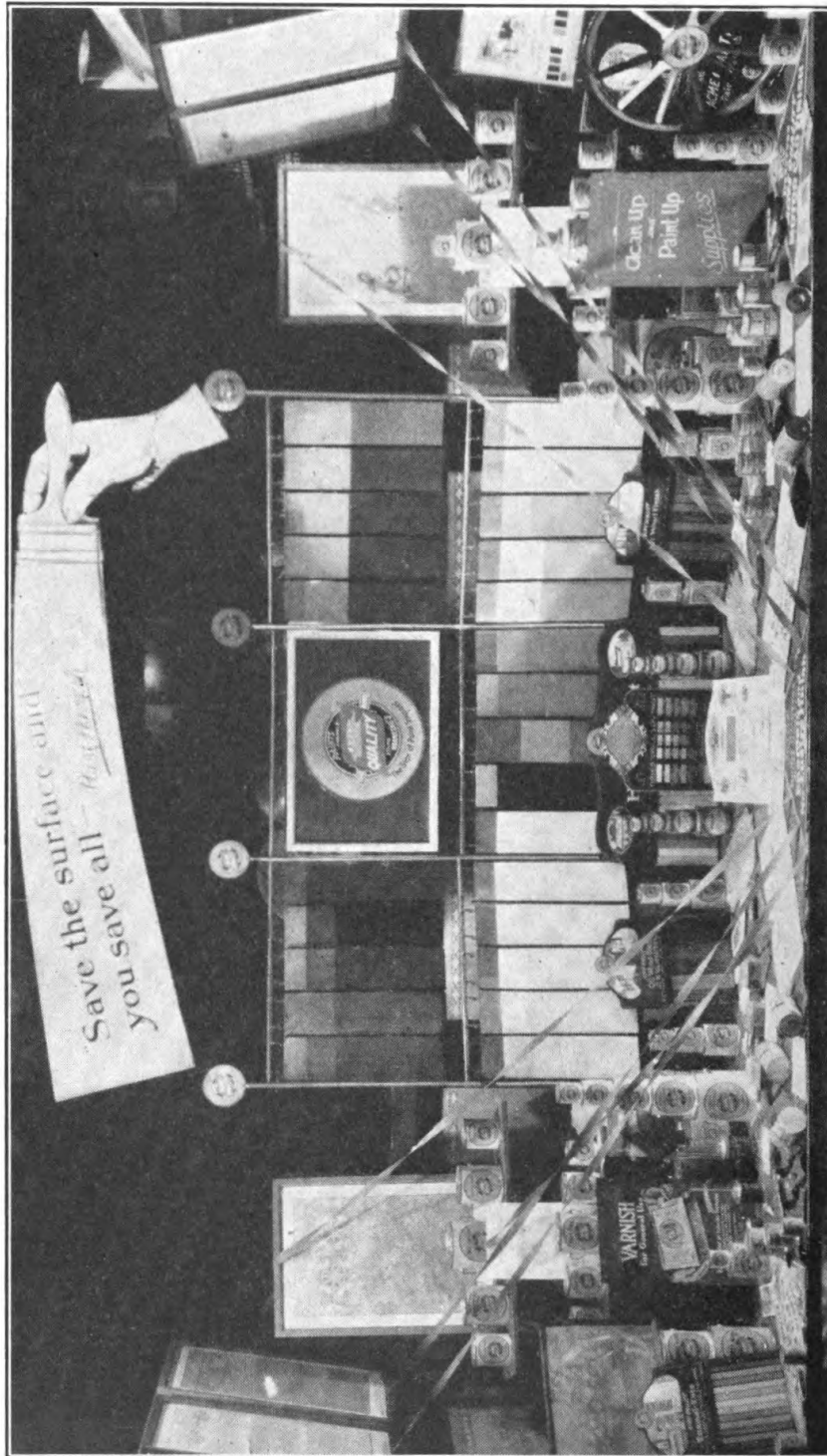
This tool window is given a workshop atmosphere by Hammacher, Schlemmer & Co., New York

WINDOW TRIMS



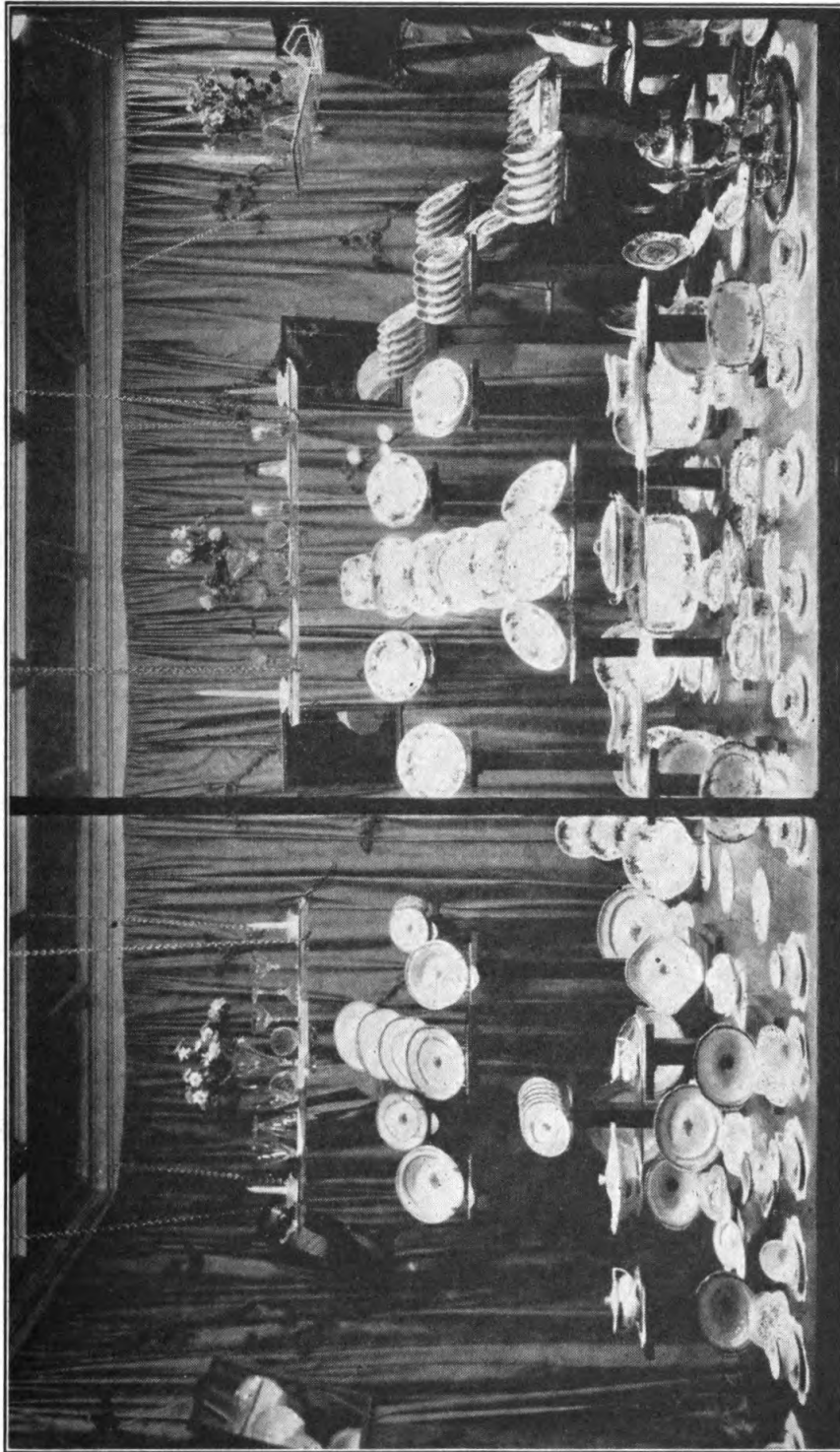
Chimney, stockings, Christmas tree and everything in this toy window

THE MODERN HARDWARE STORE



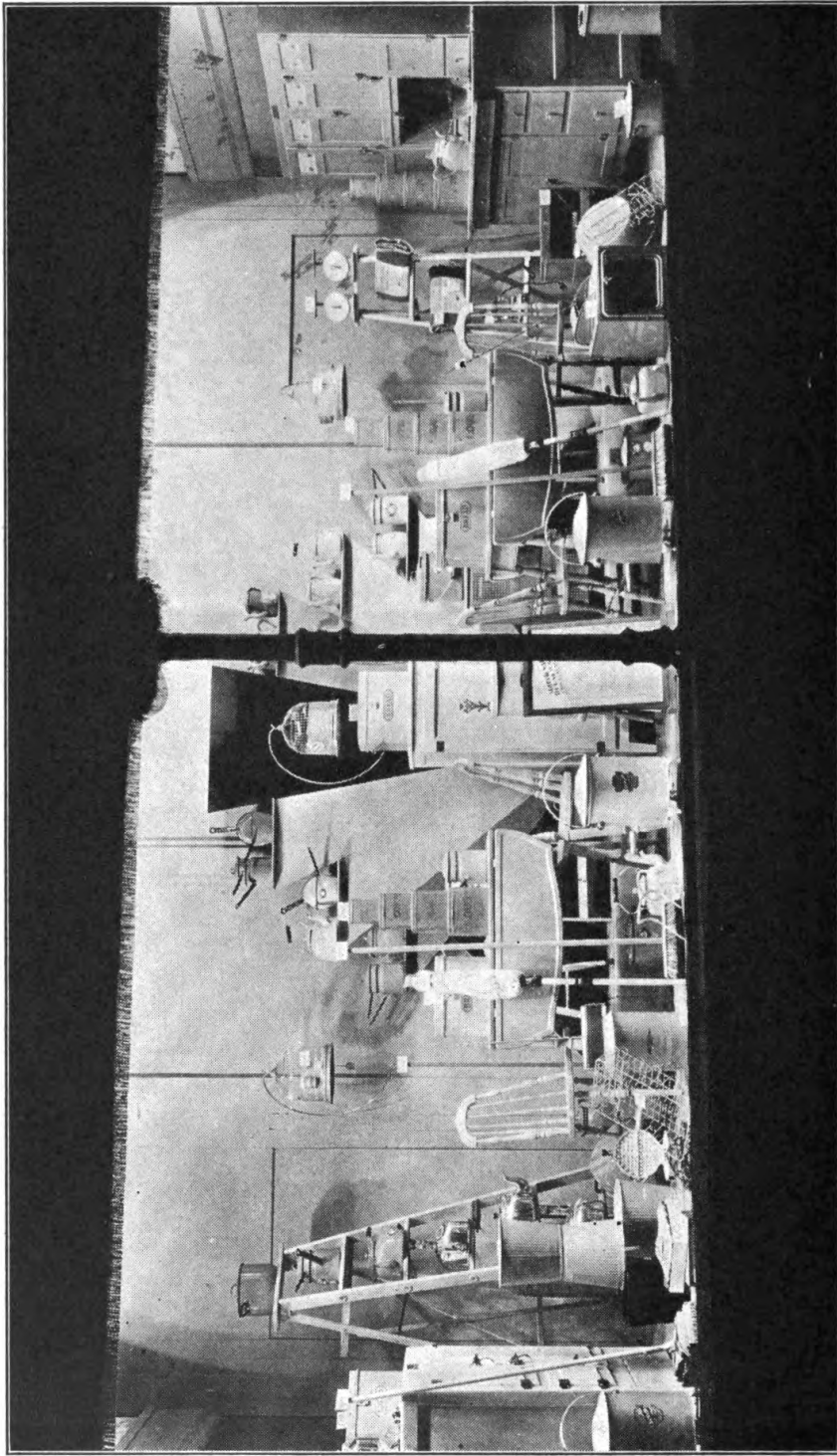
Colorful panels help sell paint in this window of the Hennepin Hardware Company, Minneapolis, Minnesota

WINDOW TRIMS



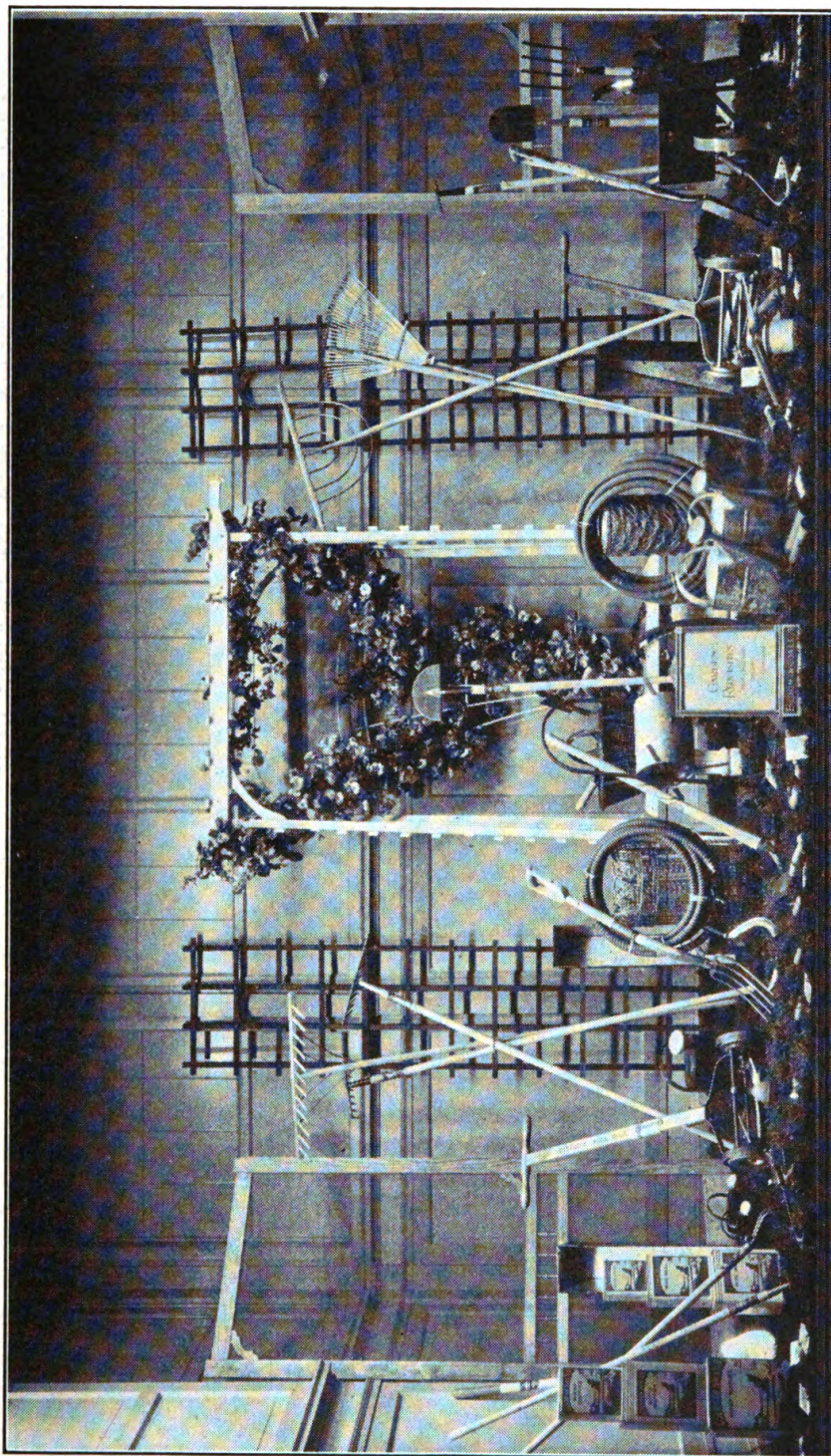
Pink silk curtains form a striking background to bring out the china and glassware in this display of The New State Hardware and Harness Company, Ardmore, Oklahoma

THE MODERN HARDWARE STORE



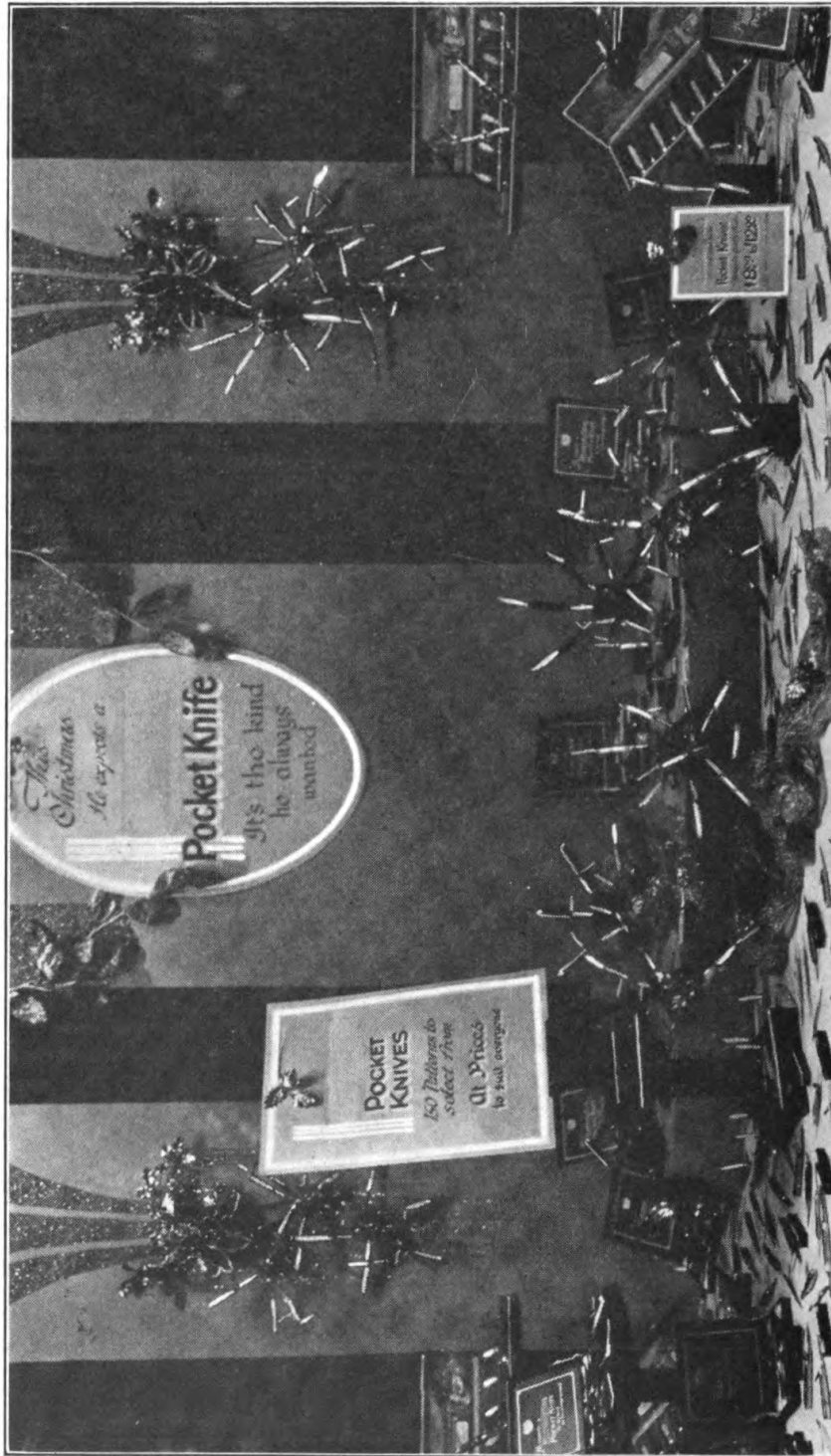
A good housewares display for the large window

WINDOW TRIMS



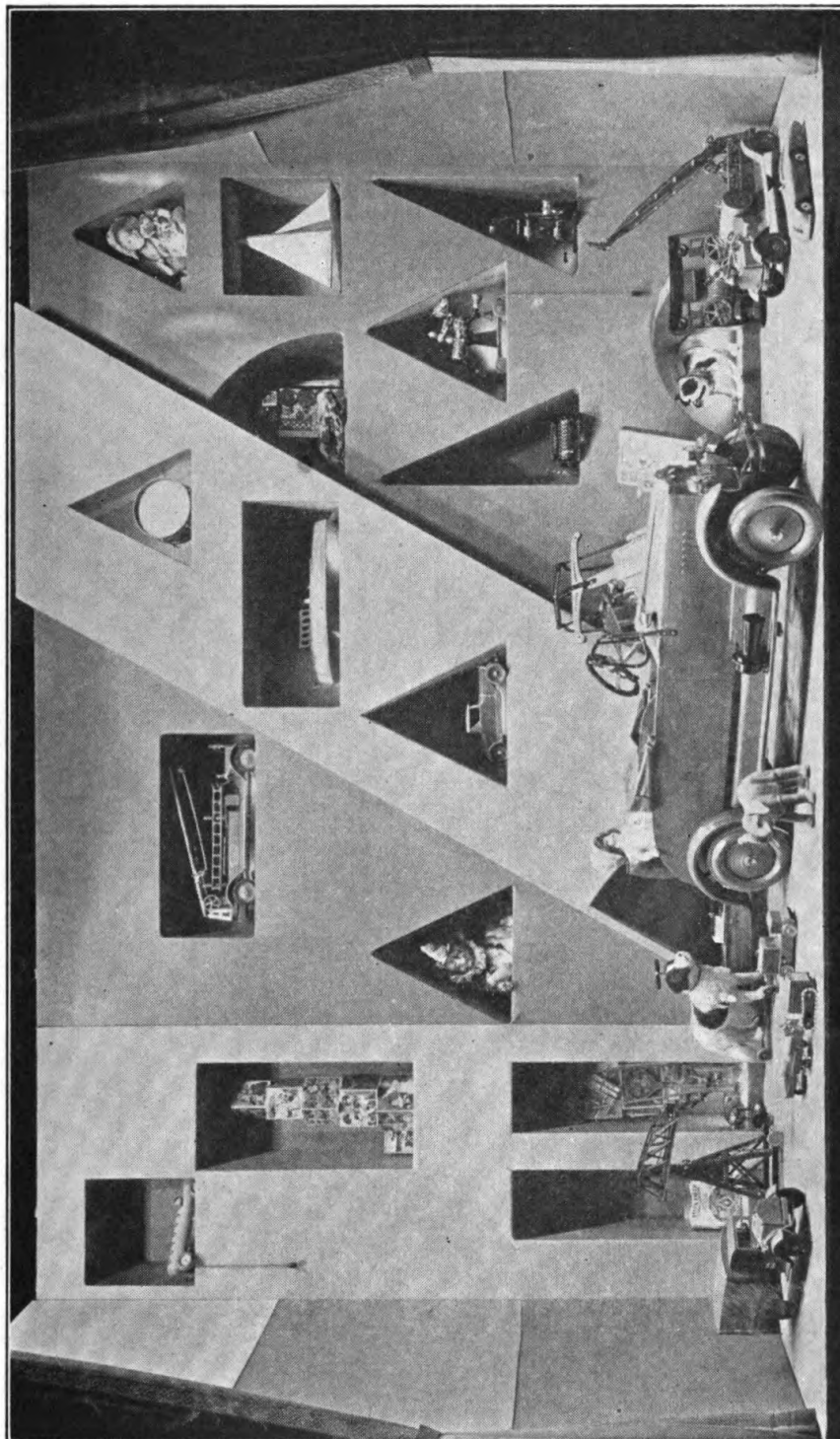
Artificial grass makes all of these lawn and garden supplies stand out

THE MODERN HARDWARE STORE



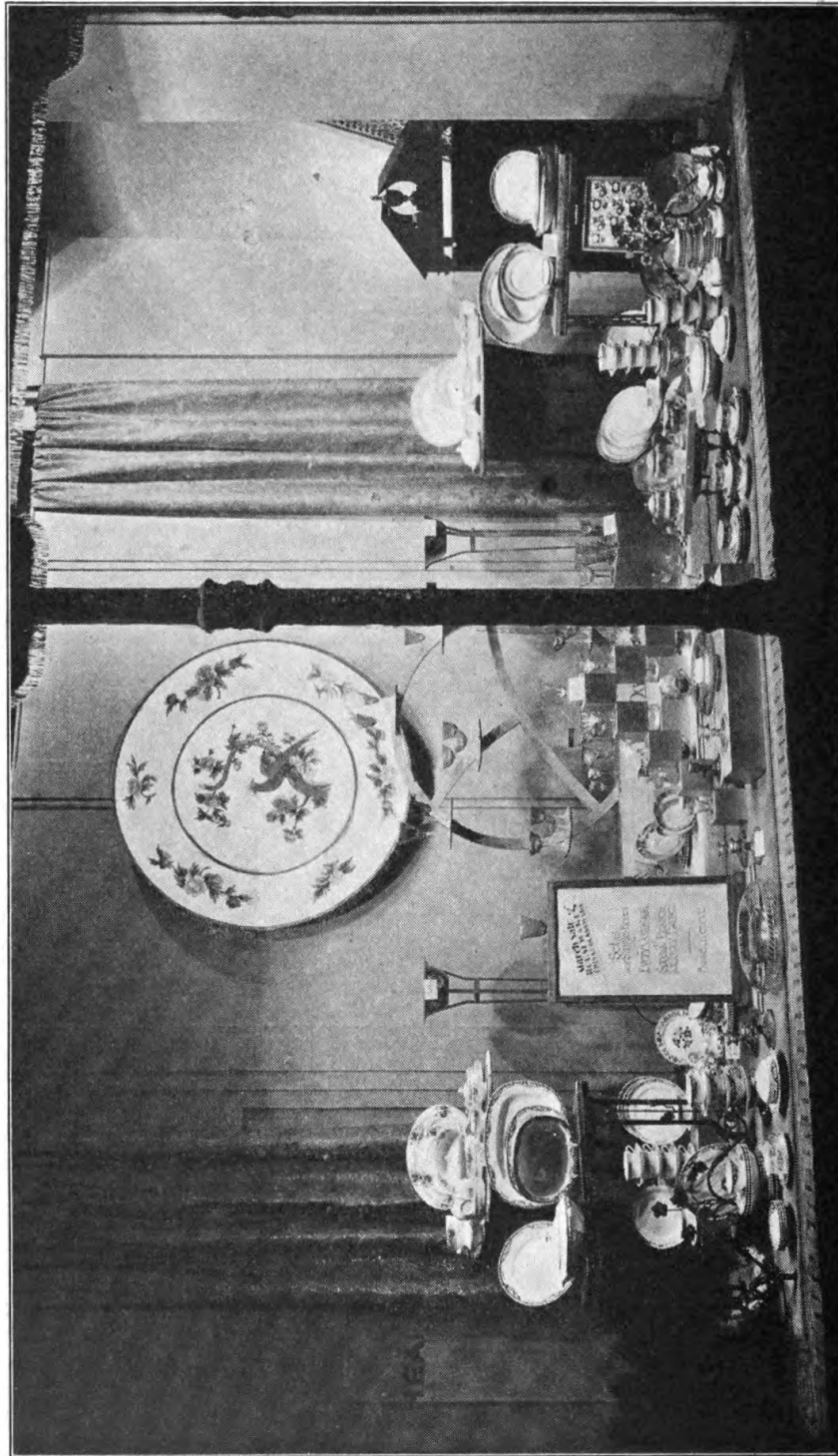
Pocket knives, all kinds, everywhere, every way, in a graceful setting by The Belcher & Loomis Hardware Company, Providence, Rhode Island

WINDOW TRIMS



A toy display that shows the influence of the modernistic trend. It appeared in a New York window

THE MODERN HARDWARE STORE



A display of china and glassware by Hearn's, New York

WINDOW TRIMS



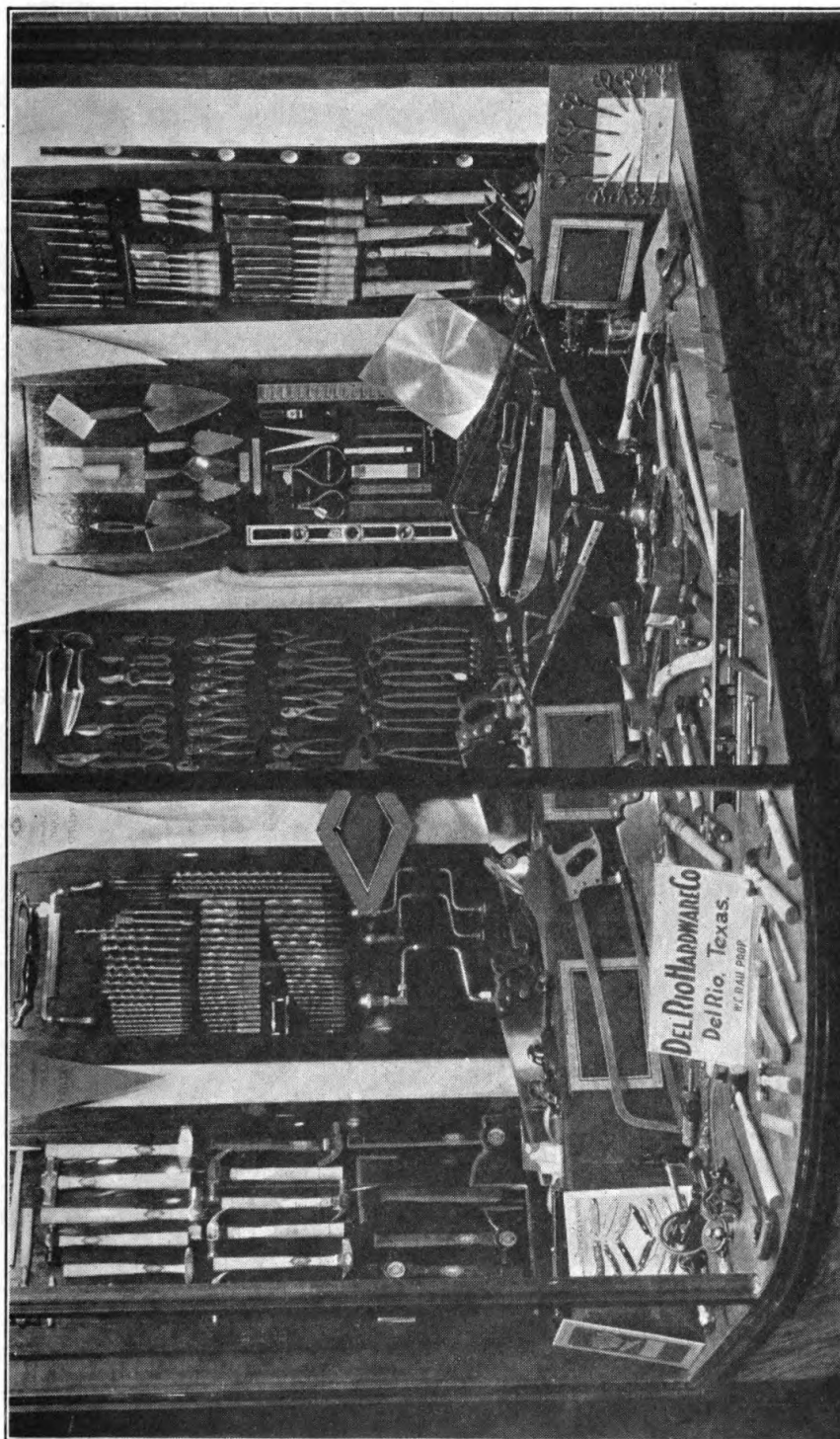
Window displays are worked out with infinite care by the Dresslar Hardware Company of Los Angeles, California

THE MODERN HARDWARE STORE



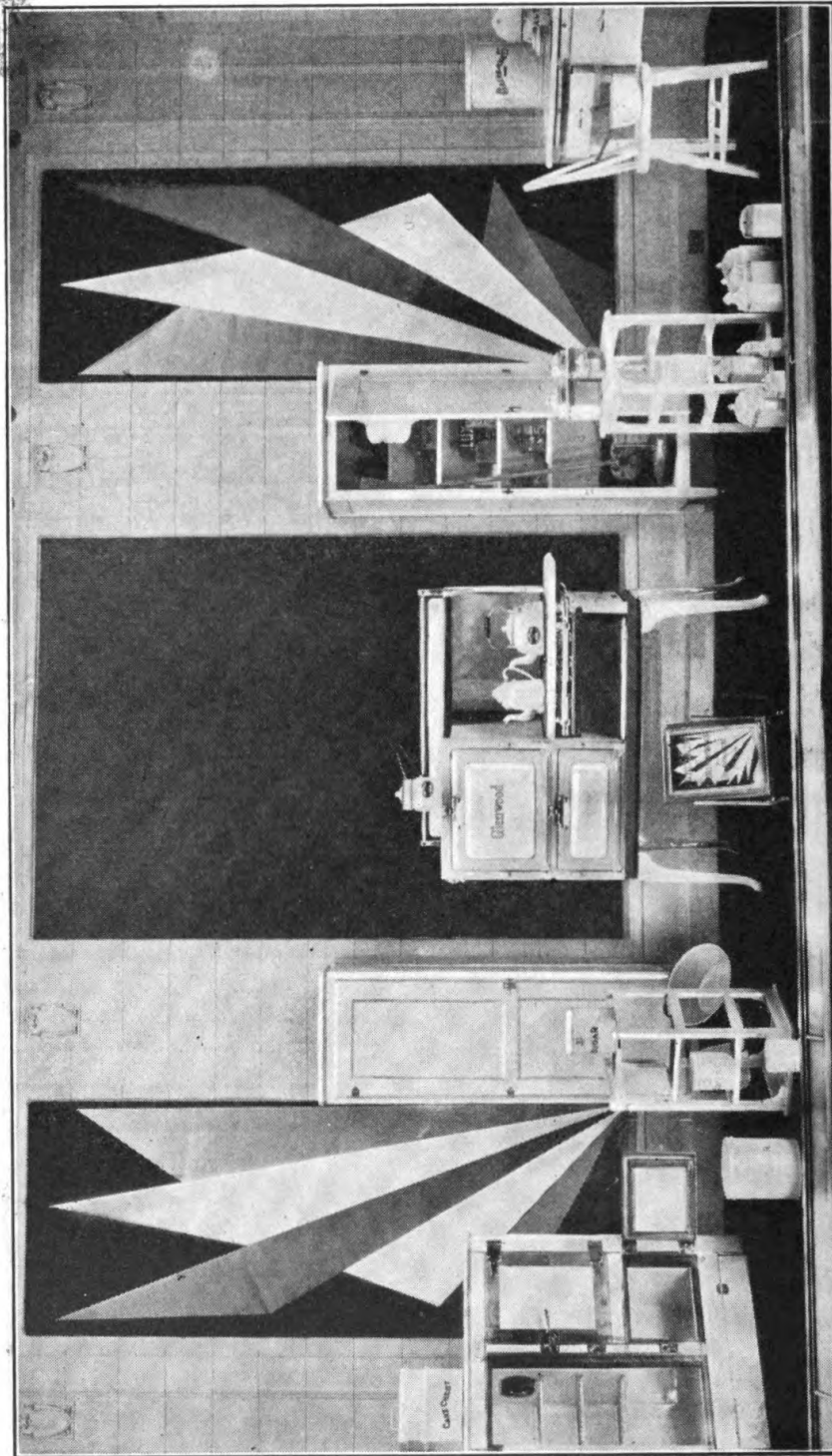
Tools and cutlery displayed in an interesting way by The Del Rio Hardware Company, Del Rio, Texas. Red and white cheese cloth alternated to form the "wheel"

WINDOW TRIMS



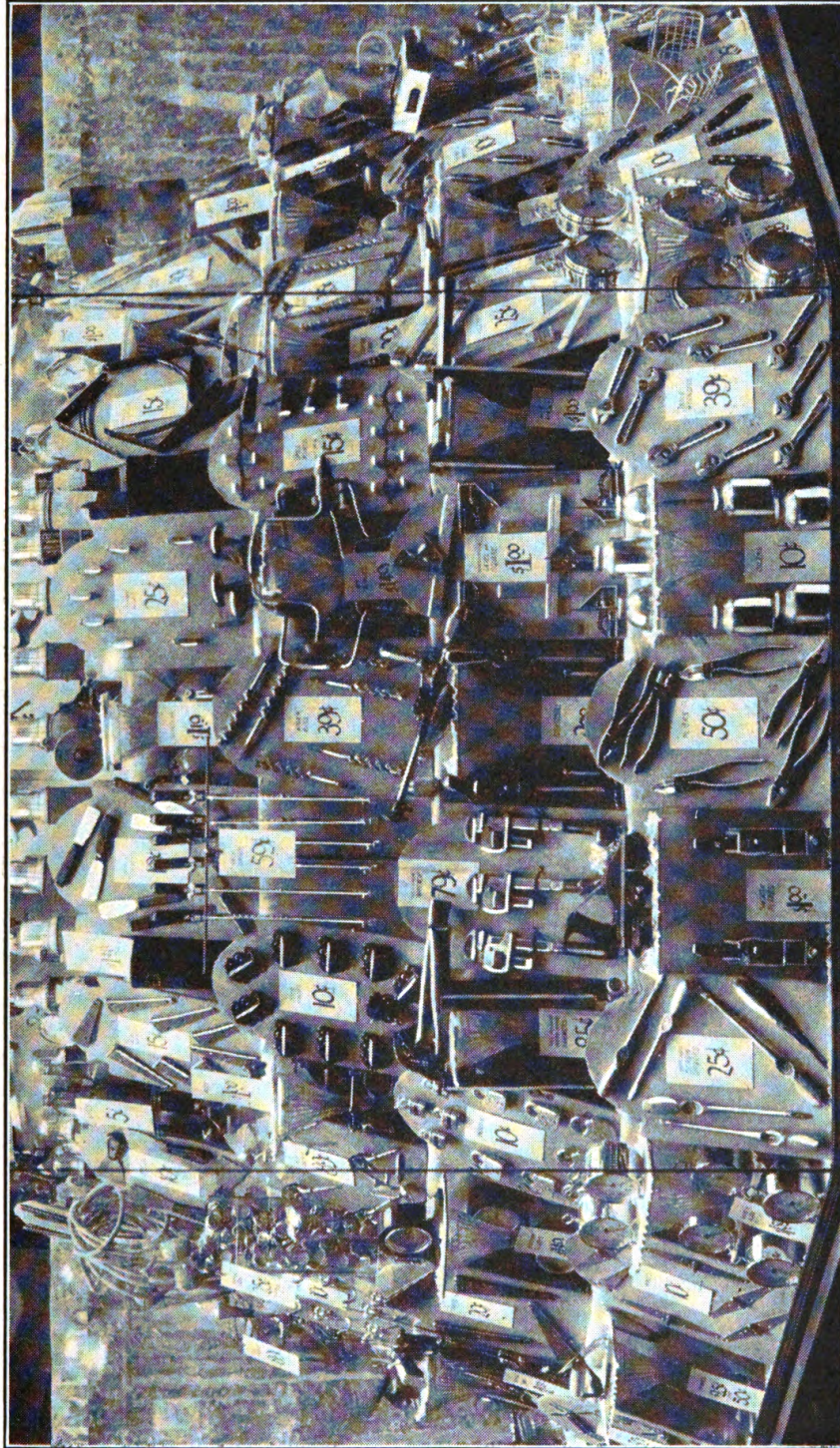
A simpler panel arrangement of tools by The Del Rio Hardware Company

THE MODERN HARDWARE STORE



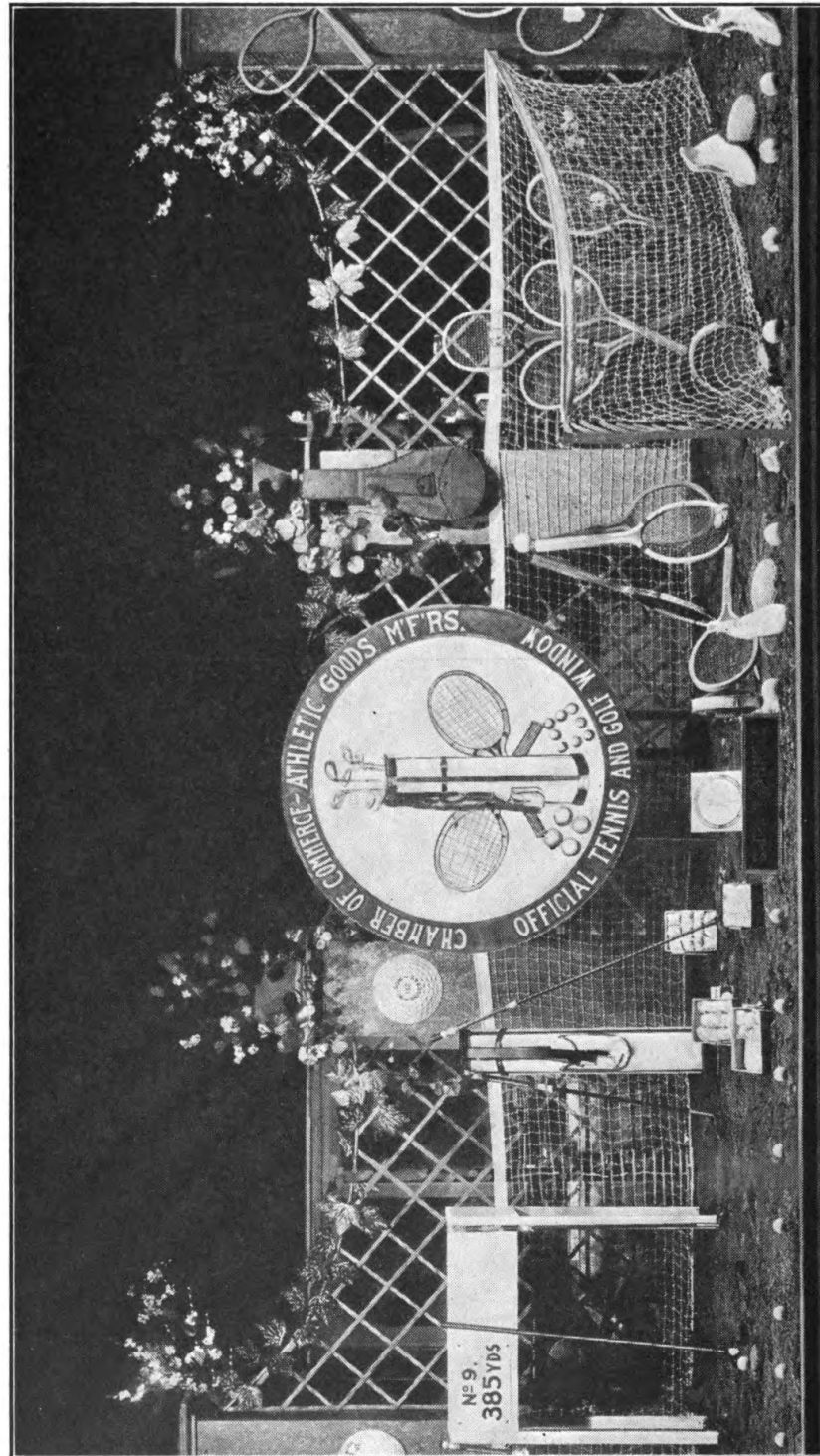
Note the striking background to this kitchenware display of L. Bamberger & Company, Inc., Newark, New Jersey

WINDOW TRIMS



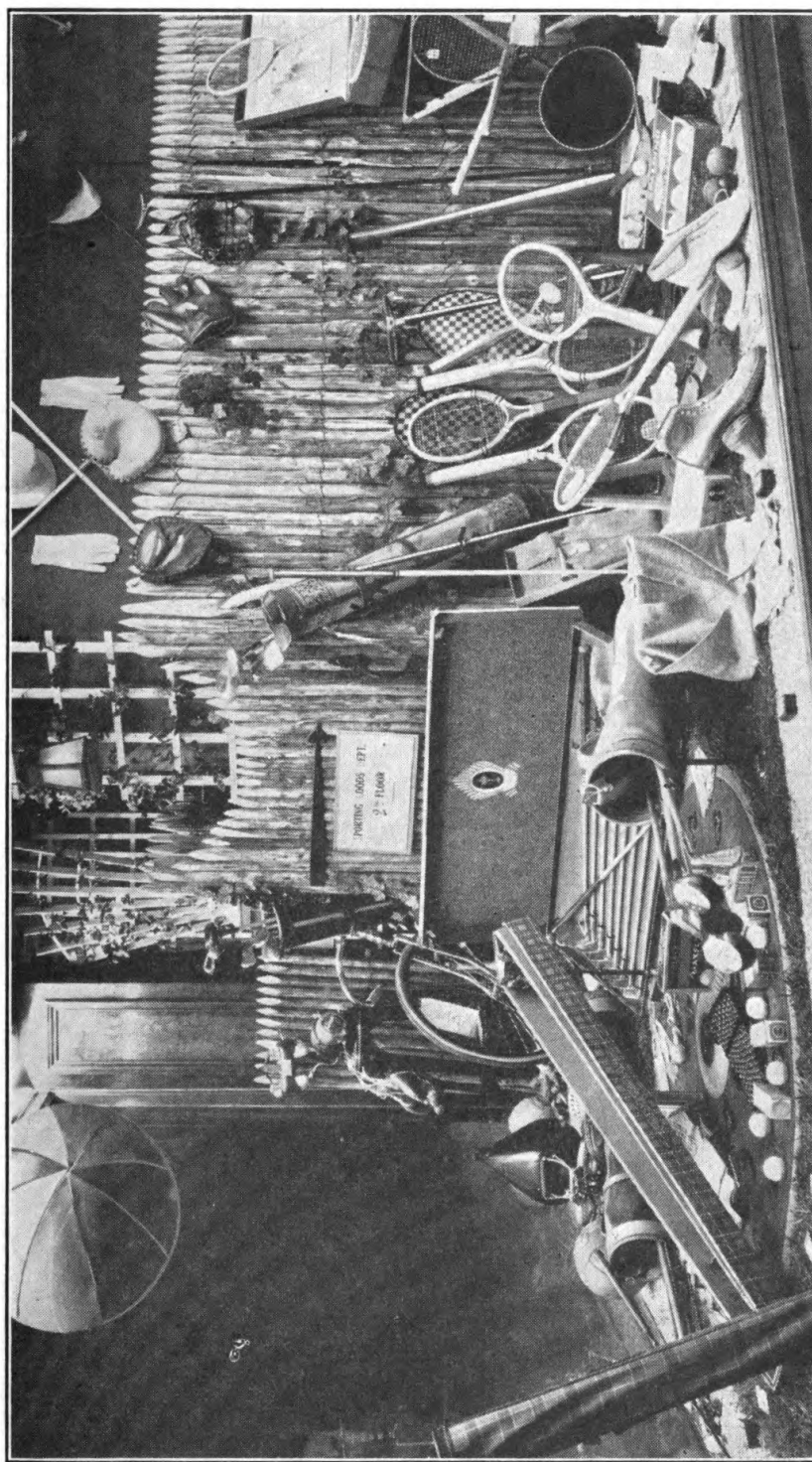
A mass tool display in the window of the Metropolitan Store, Oklahoma City, Oklahoma

THE MODERN HARDWARE STORE



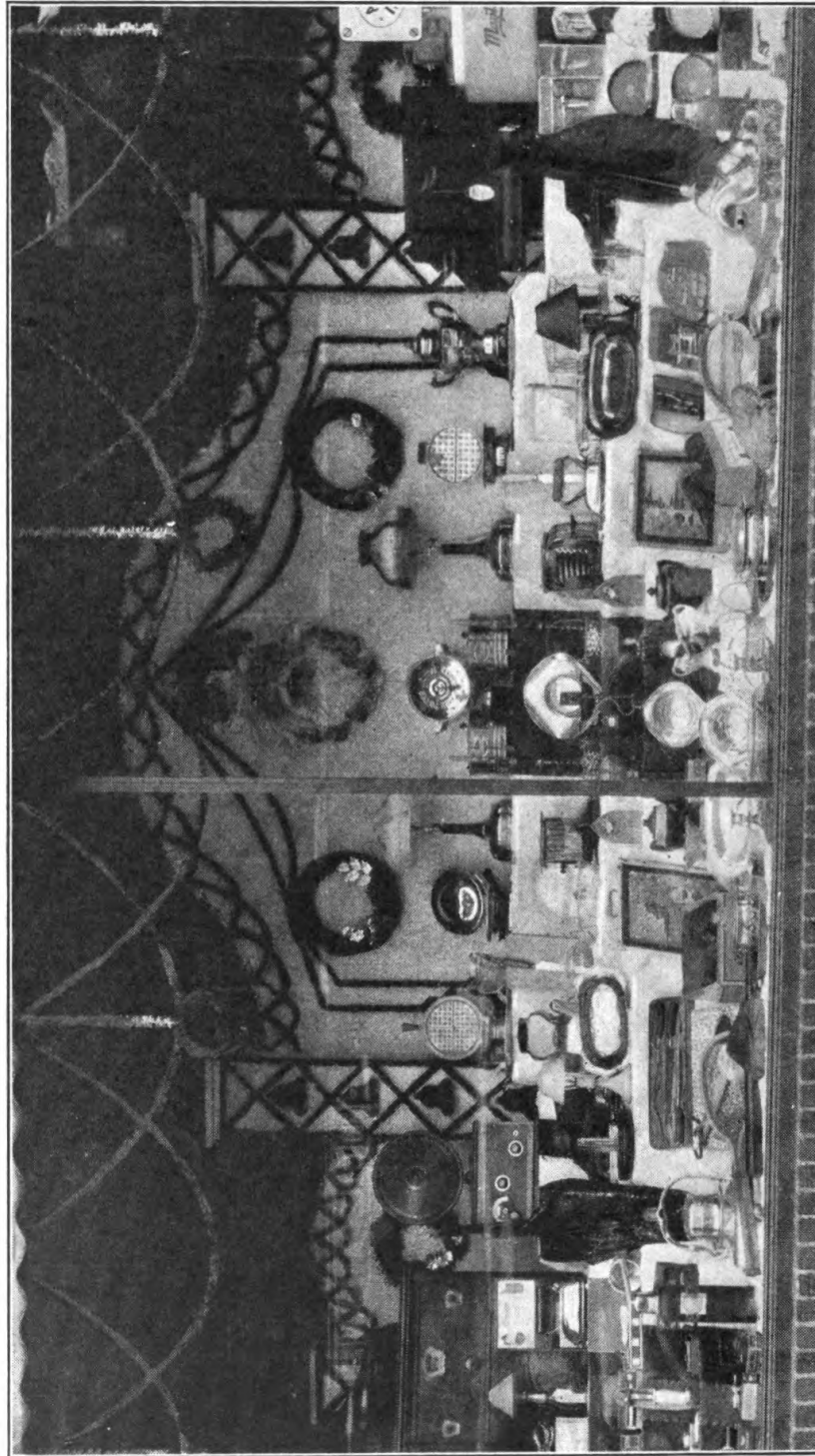
Tennis and golf mix well in this window

WINDOW TRIMS



A sign in the window directs the onlooker to the sporting goods department on the second floor

THE MODERN HARDWARE STORE



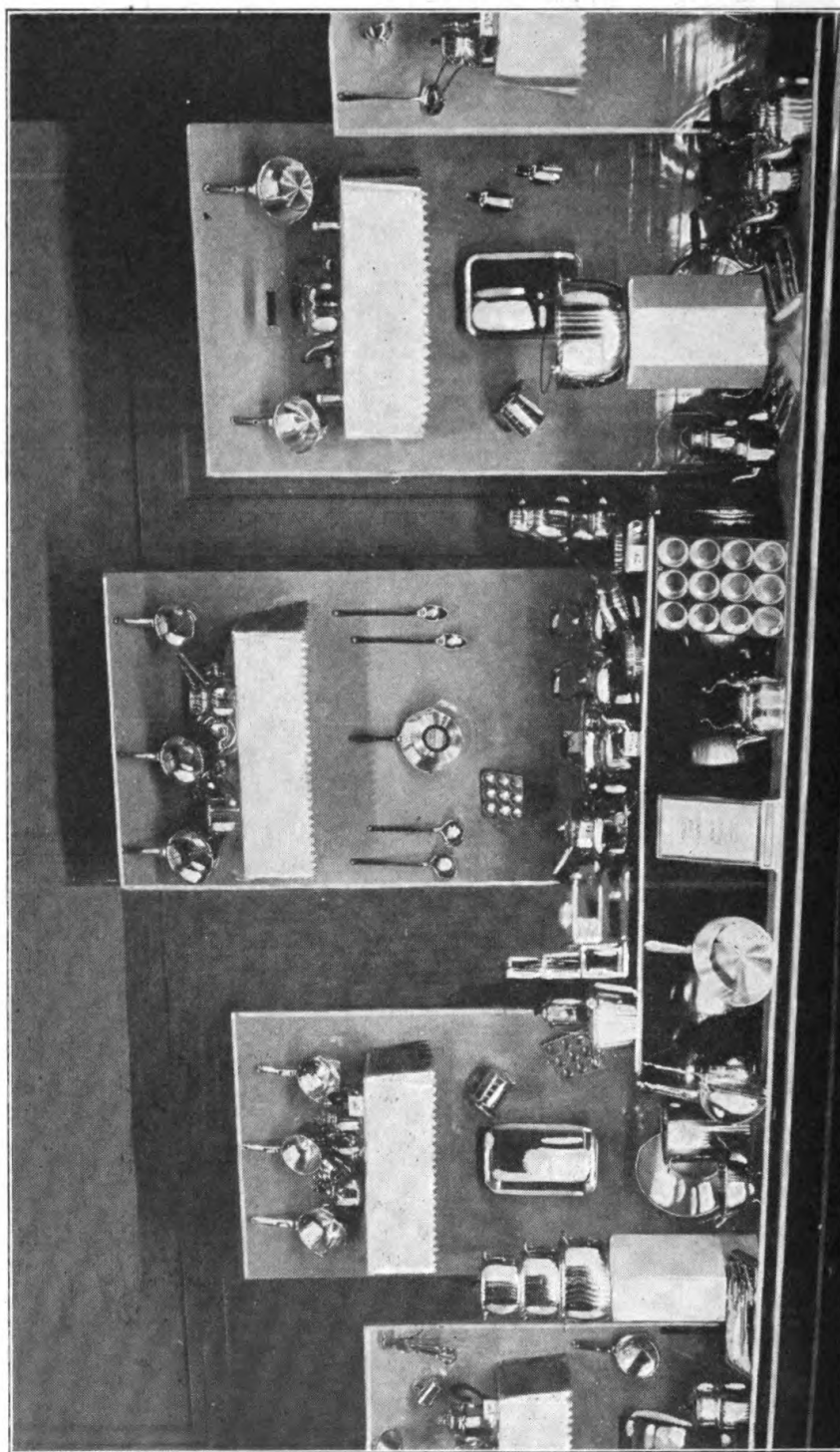
A good type of trim for the long window. A. Swanson's & Sons, Inc., Redwing, Minnesota

WINDOW TRIMS



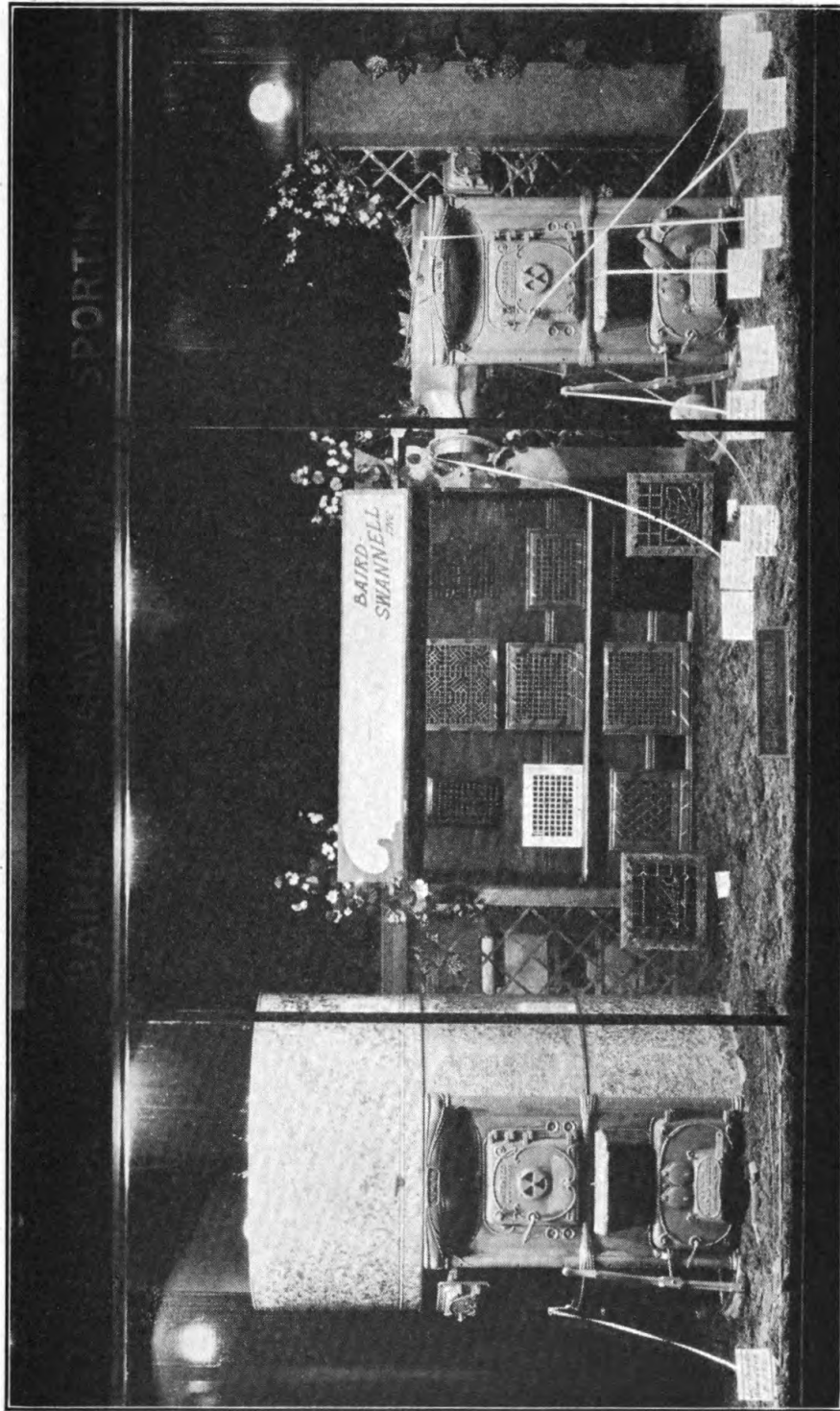
Higher-priced toys in a simple dignified setting

THE MODERN HARDWARE STORE.



This window provides a kitchen atmosphere for its display of kitchen utensils

WINDOW TRIMS



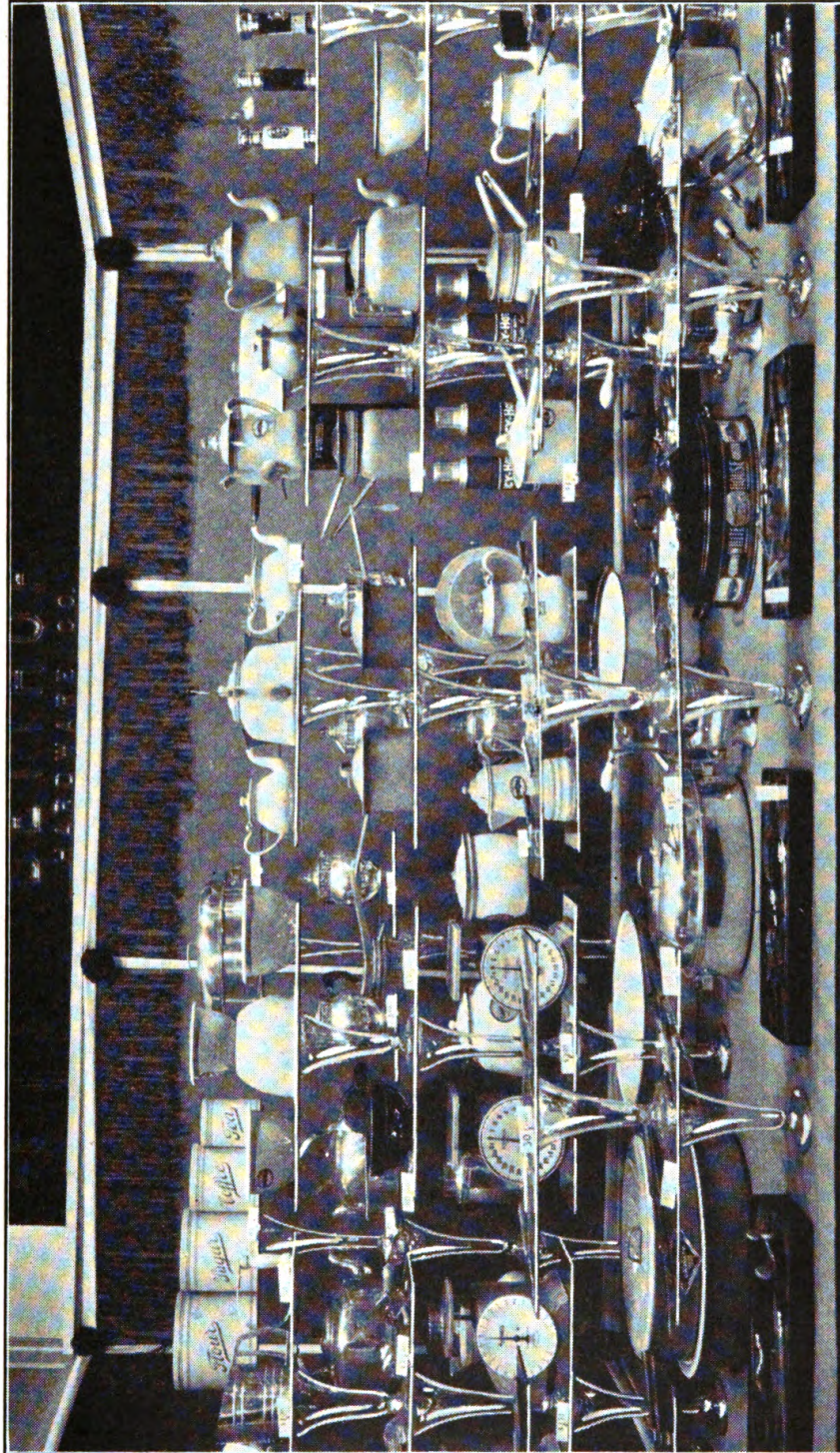
Heating supplies and furnaces adapt themselves to artistic window displays too. Baird-Swannell, Inc., Kankakee, Ill.

THE MODERN HARDWARE STORE



How the Kresge stores promote seed and springtime business

WINDOW TRIMS



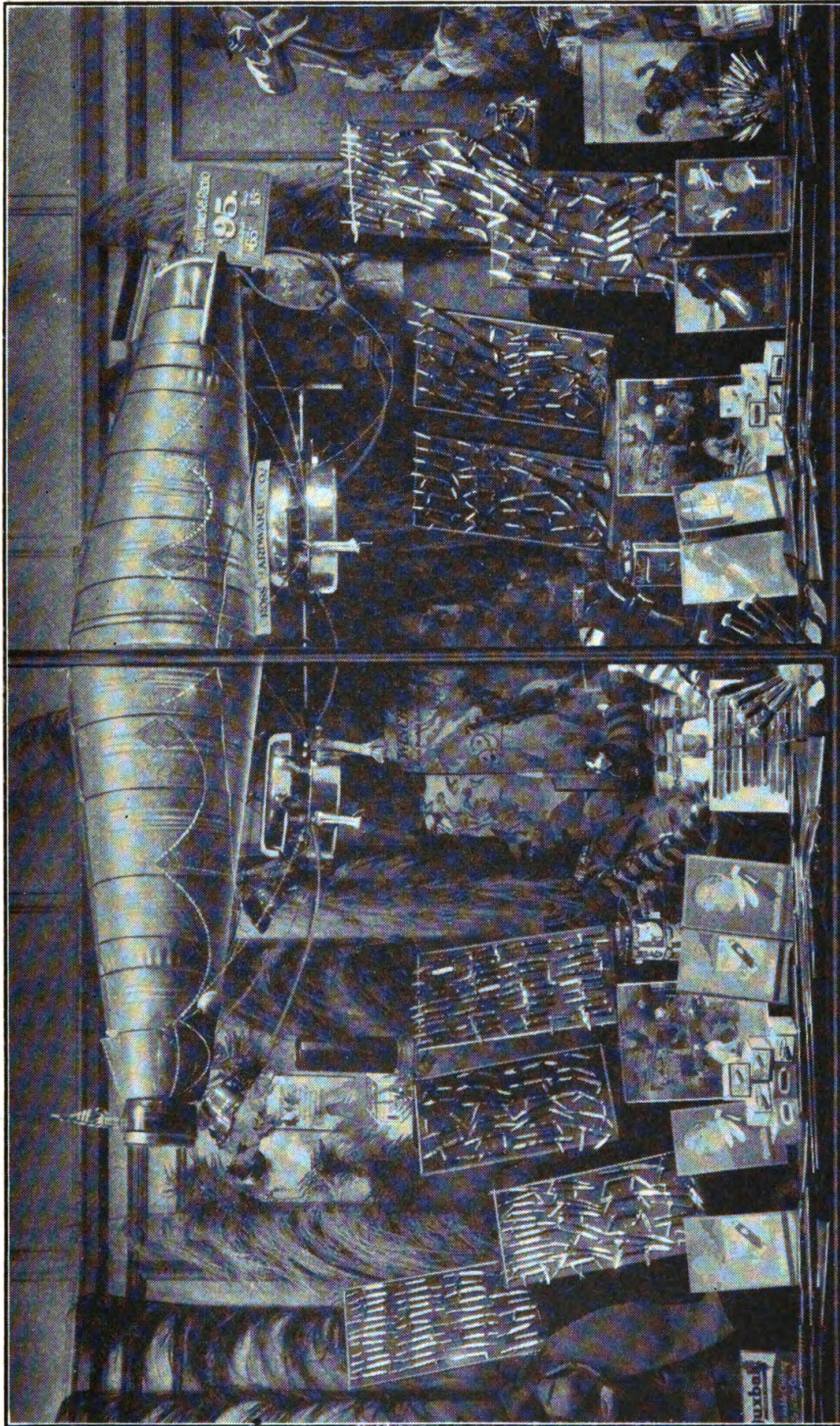
Pedestals and plate glass shelves are used effectively by The Dethoff Hardware Company, Muscatine, Iowa

THE MODERN HARDWARE STORE



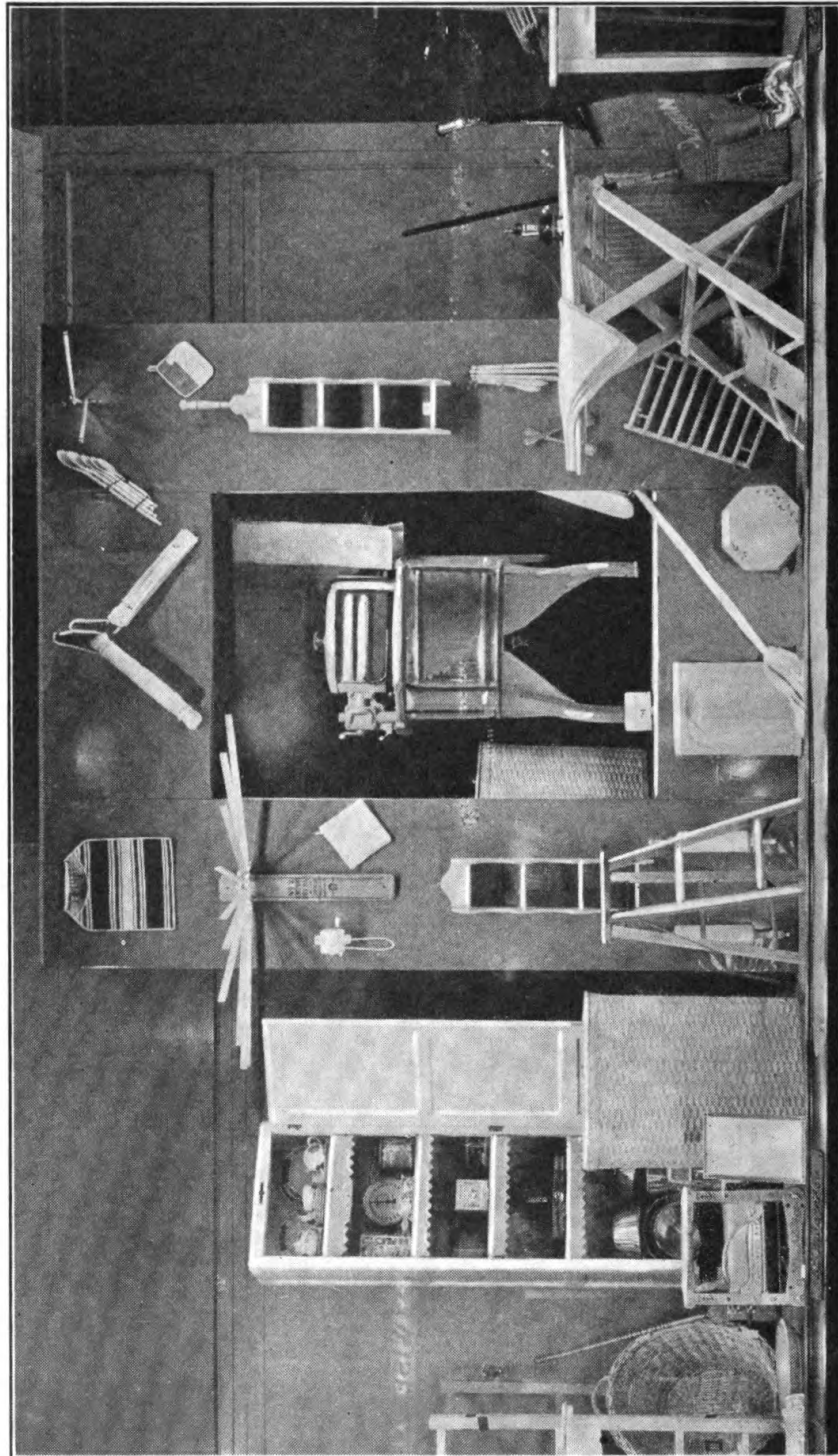
The radio is given a home setting in this window of The St. Johns Hardware Company, Portland, Oregon

WINDOW TRIMS



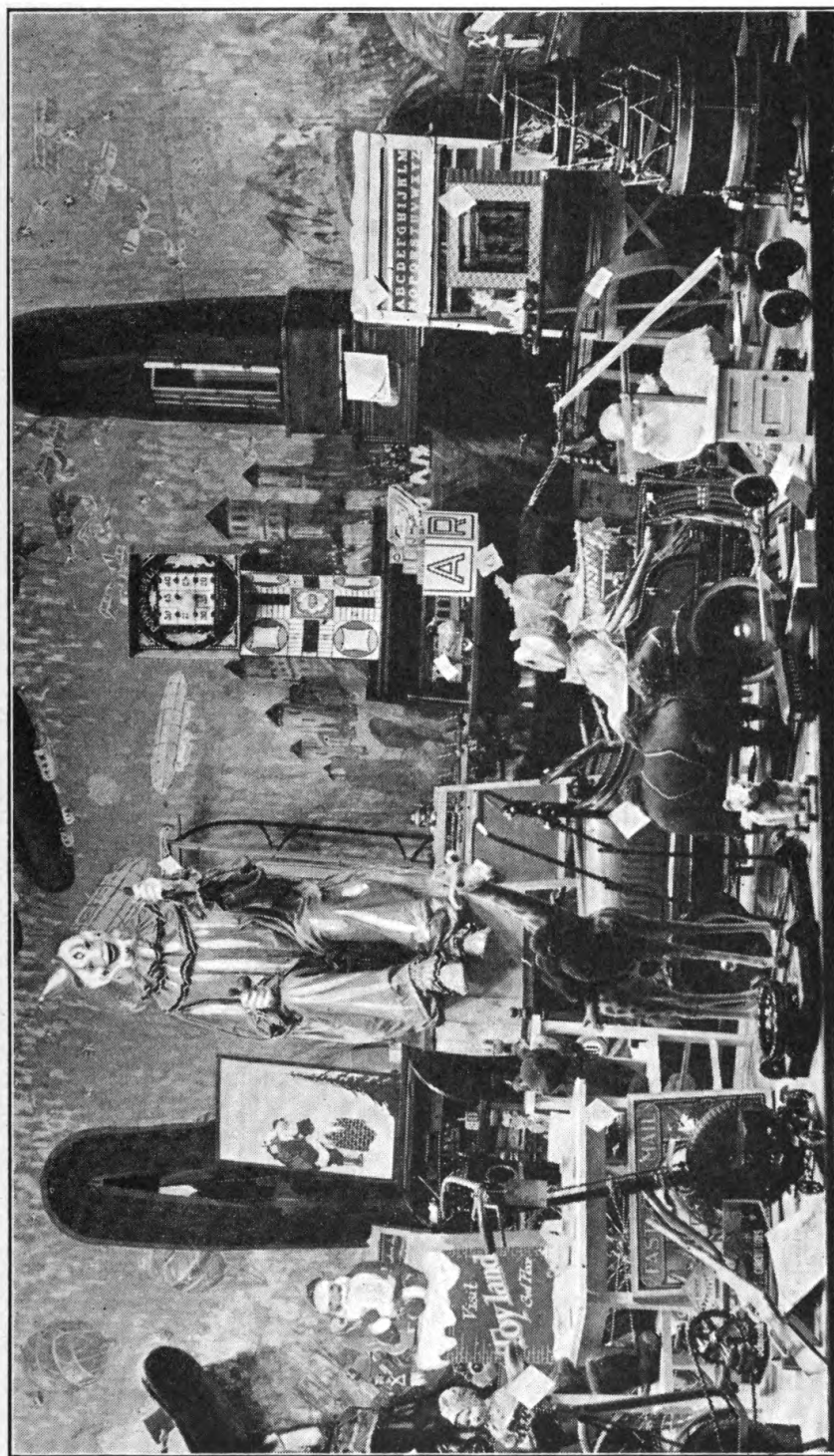
This novelty trim capitalizes the interest in aviation. Philip Gross Hardware & Supply Company, Milwaukee, Wisconsin

THE MODERN HARDWARE STORE



Even "blue Monday" is given a silver lining with this display of wash day goods

WINDOW TRIMS



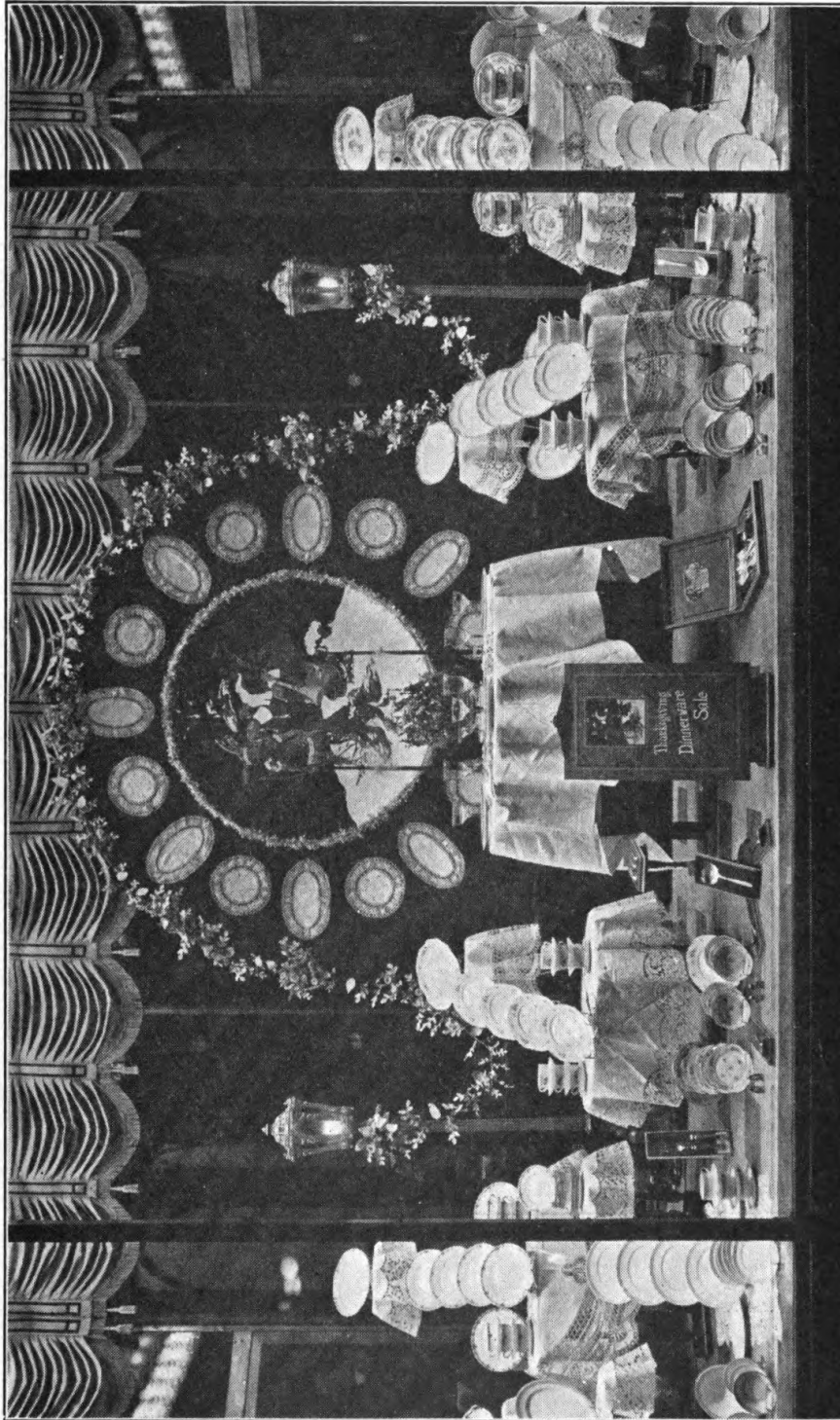
Toys with a vengeance. The Goerke-Kirch Company, Elizabeth, New Jersey

THE MODERN HARDWARE STORE



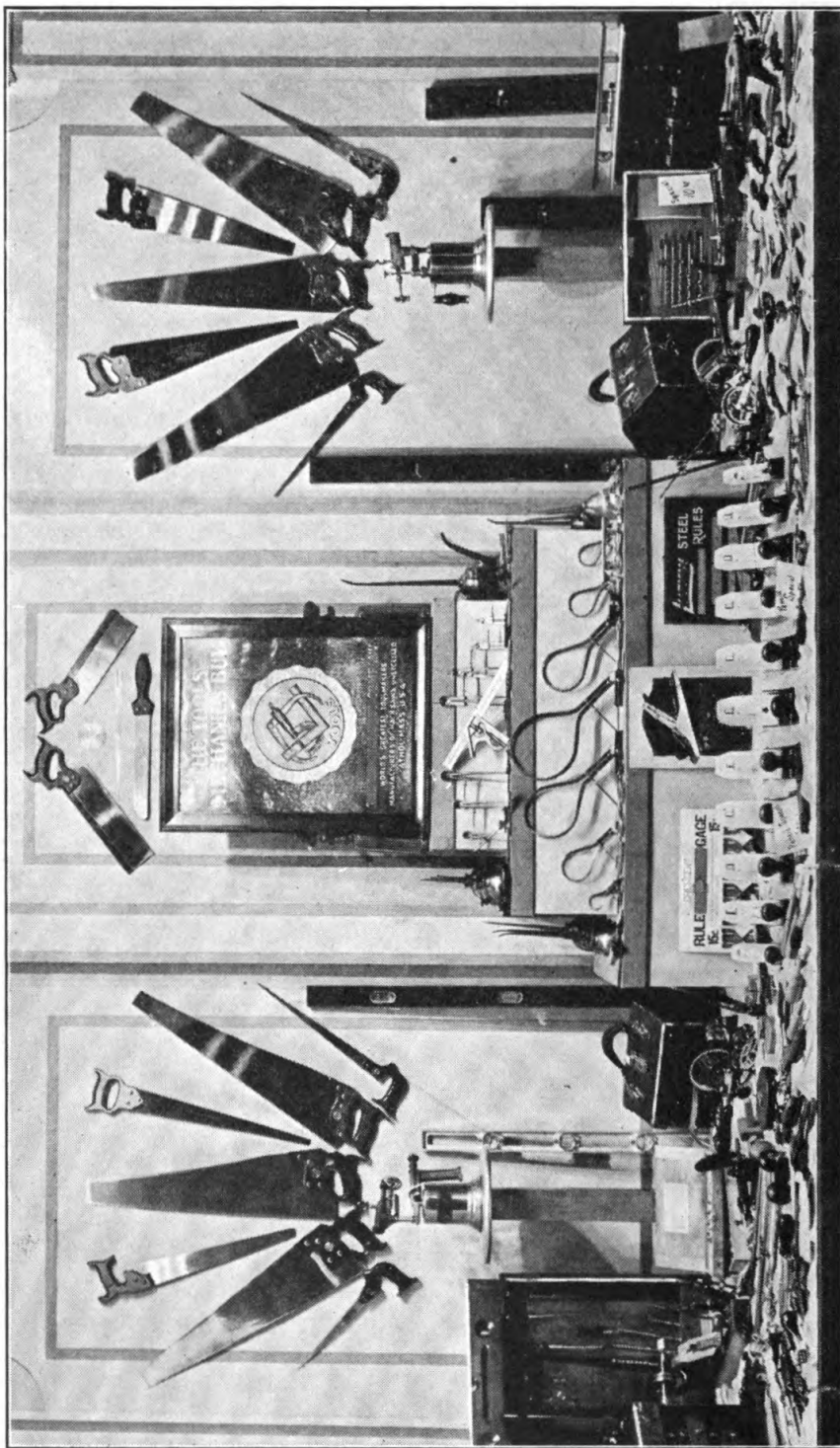
Packing cases neatly covered make the pedestals for these tool chests

WINDOW TRIMS



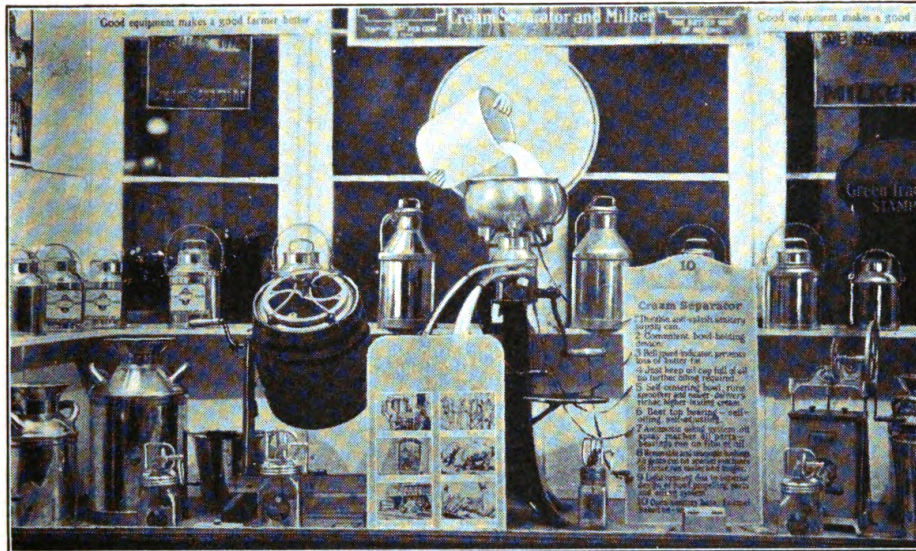
The table settings give this chinaware display a home-like atmosphere

THE MODERN HARDWARE STORE

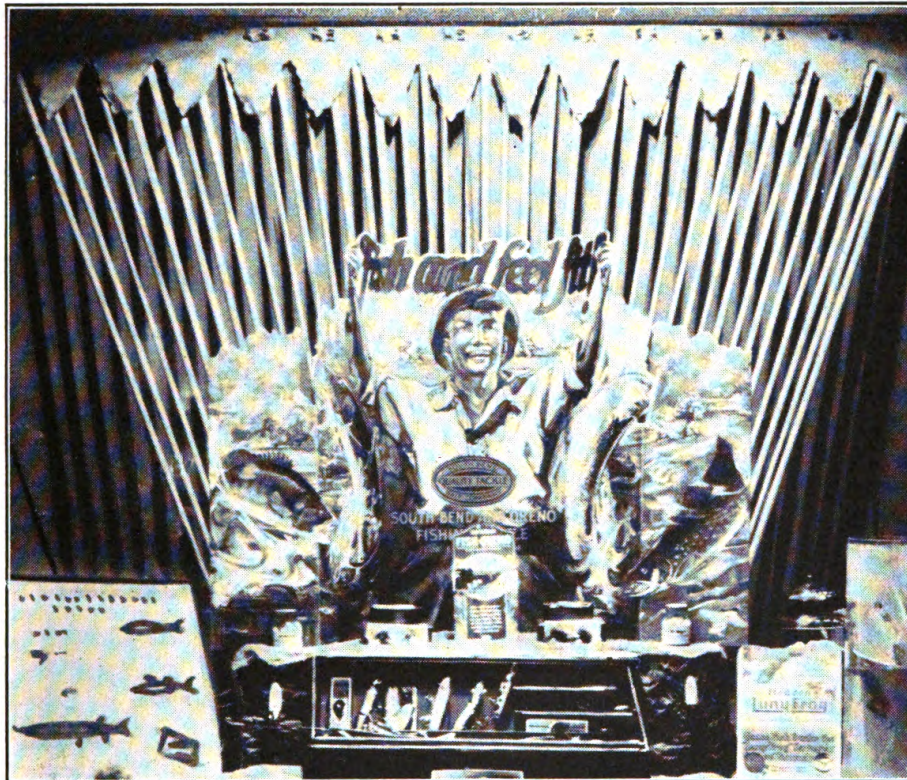


The kind of window that stops both mechanics and home owners

WINDOW TRIMS

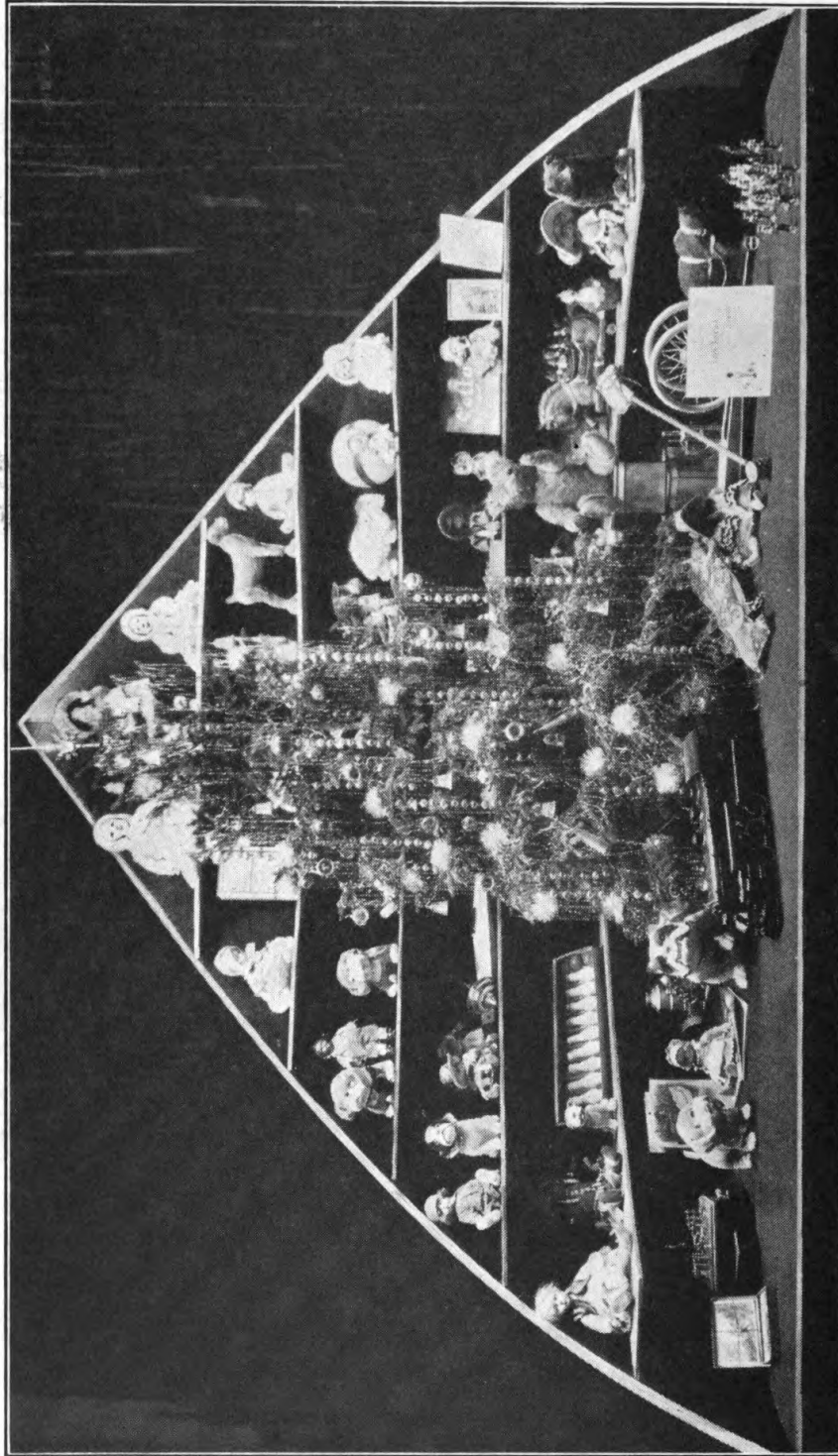


The farmer and his wife will both be interested in this window



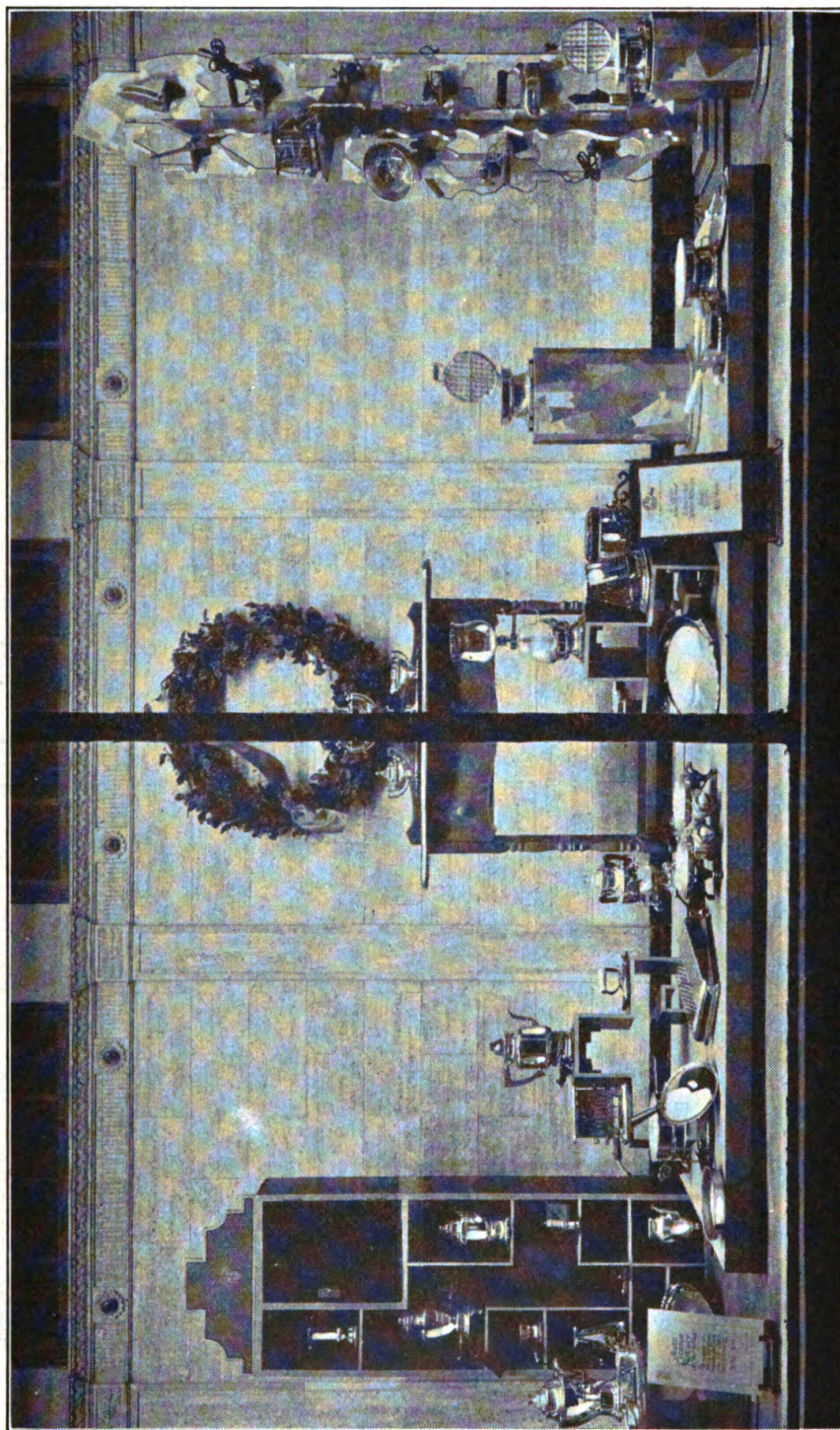
Crepe paper made the background to this fishing tackle window of Carl D. Bliss, Waterville, Minnesota

THE MODERN HARDWARE STORE



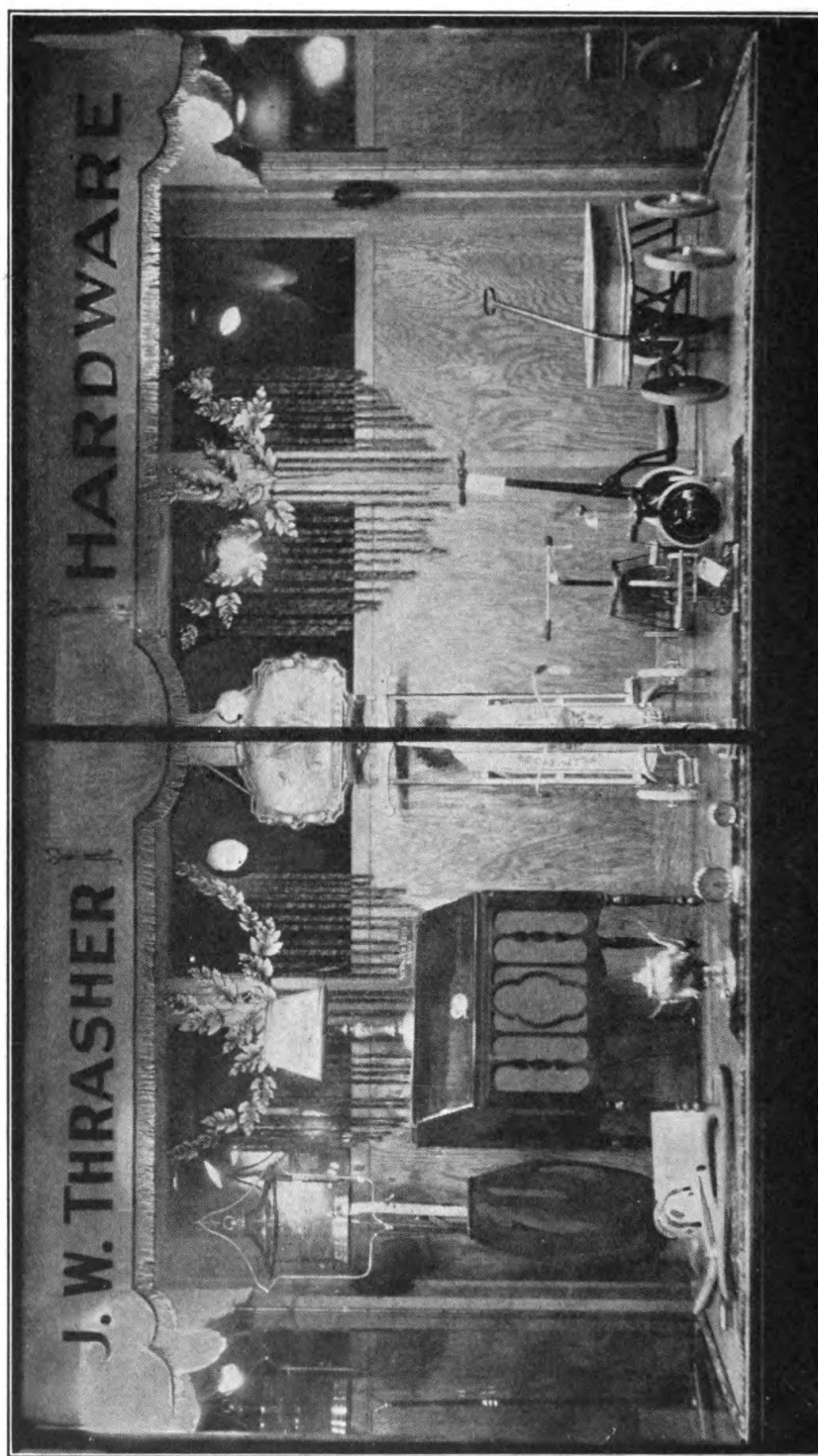
A holiday display with unity

WINDOW TRIMS



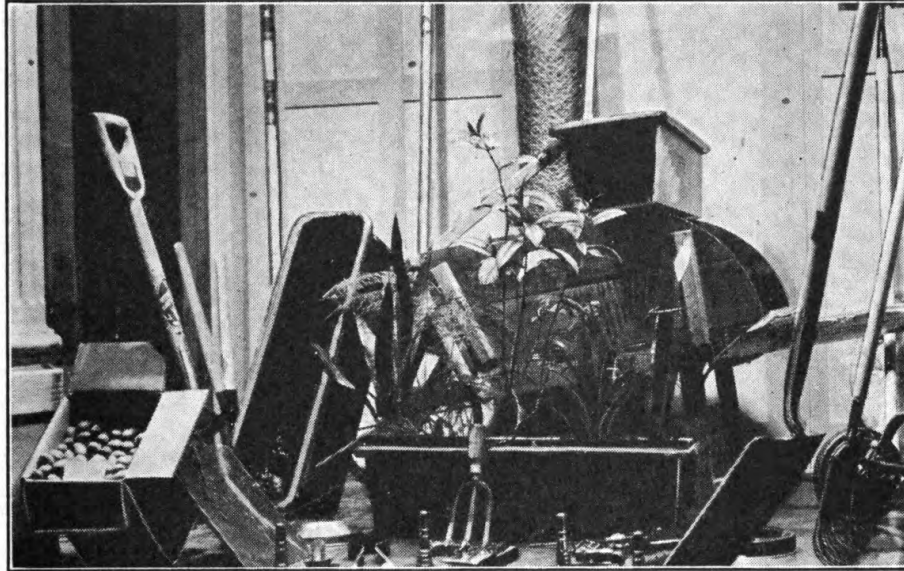
Modernistic display fixtures and a Christmas wreath enhance this window of electrical gift suggestions

THE MODERN HARDWARE STORE

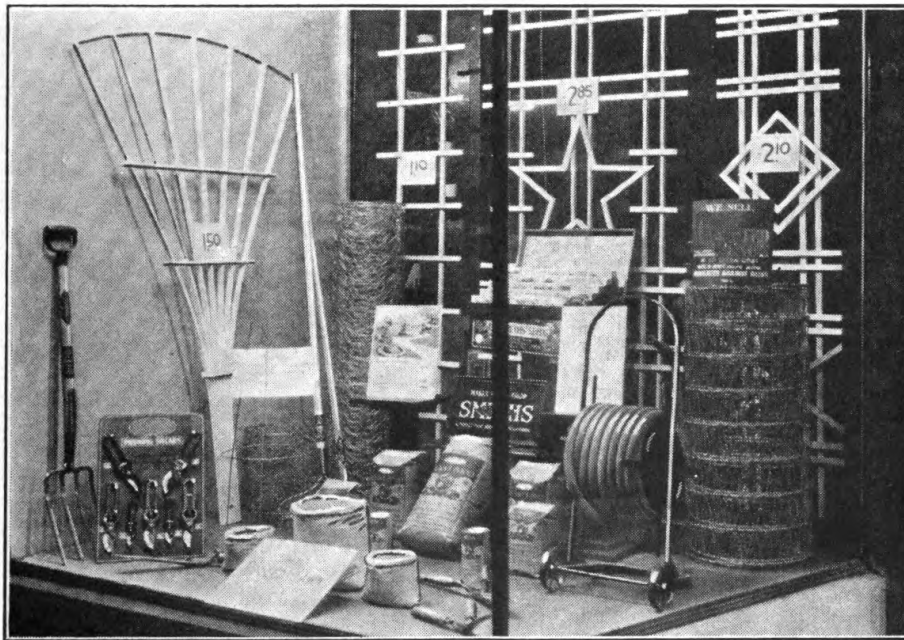


The center window in the island front of J. W. Thrasher's store, McComb, Illinois, with a showing of the larger gift suggestions at Christmas time

WINDOW TRIMS

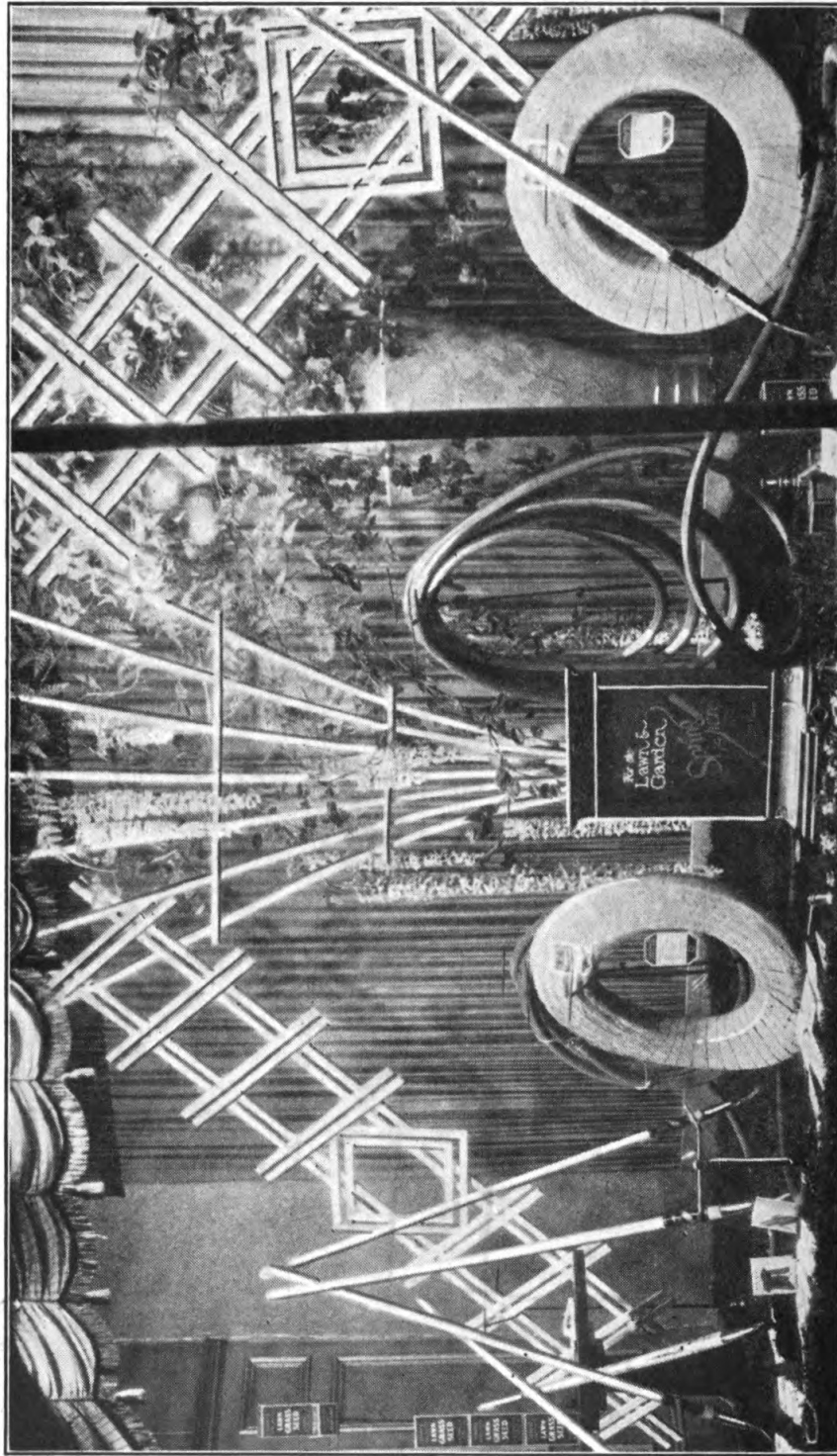


An effective arrangement of garden supplies for the small window. The Balfour Hardware Company, Orlando, Florida



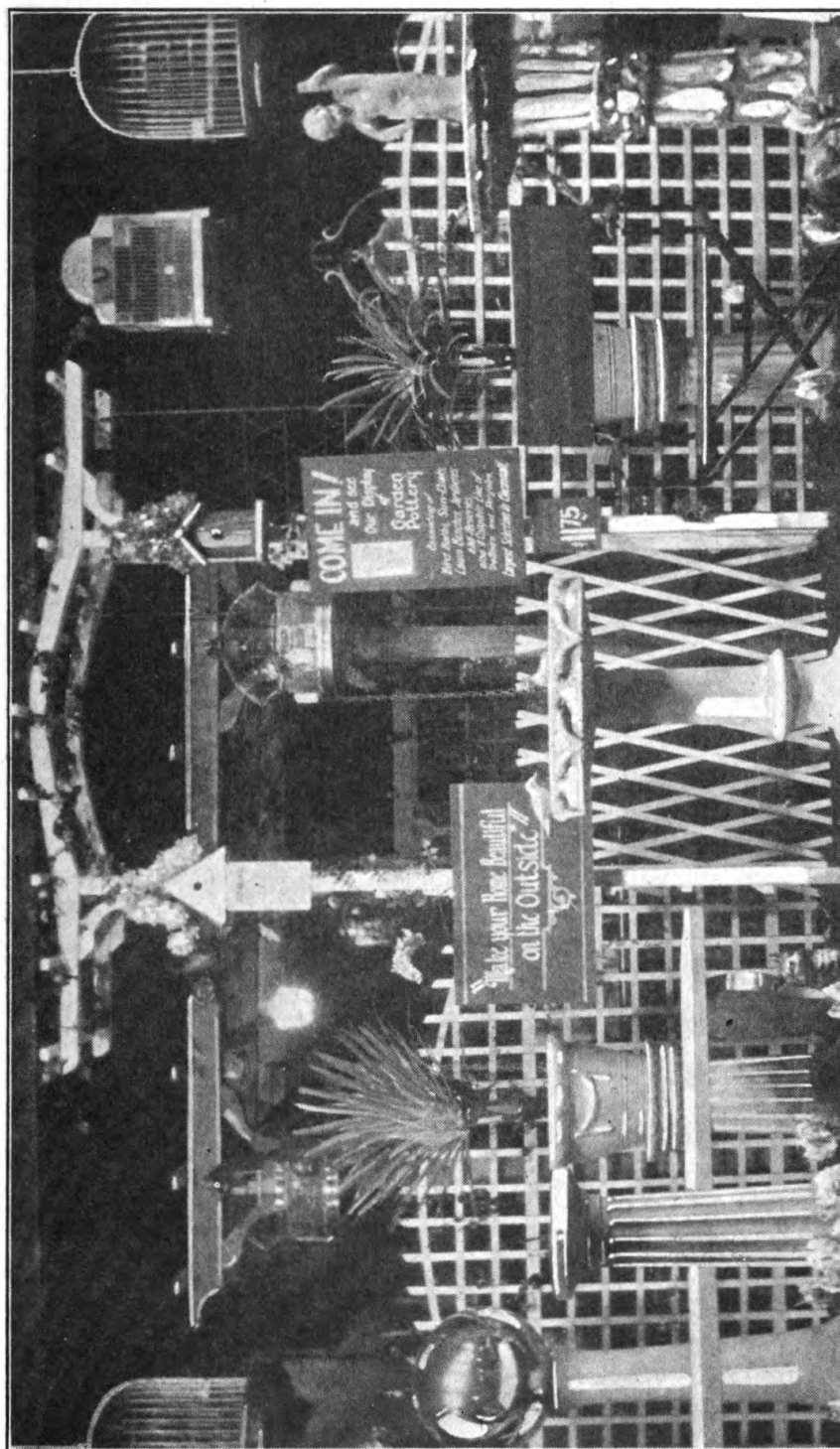
Merchandise itself frequently makes a fine background for a window, as in this garden supplies display

THE MODERN HARDWARE STORE



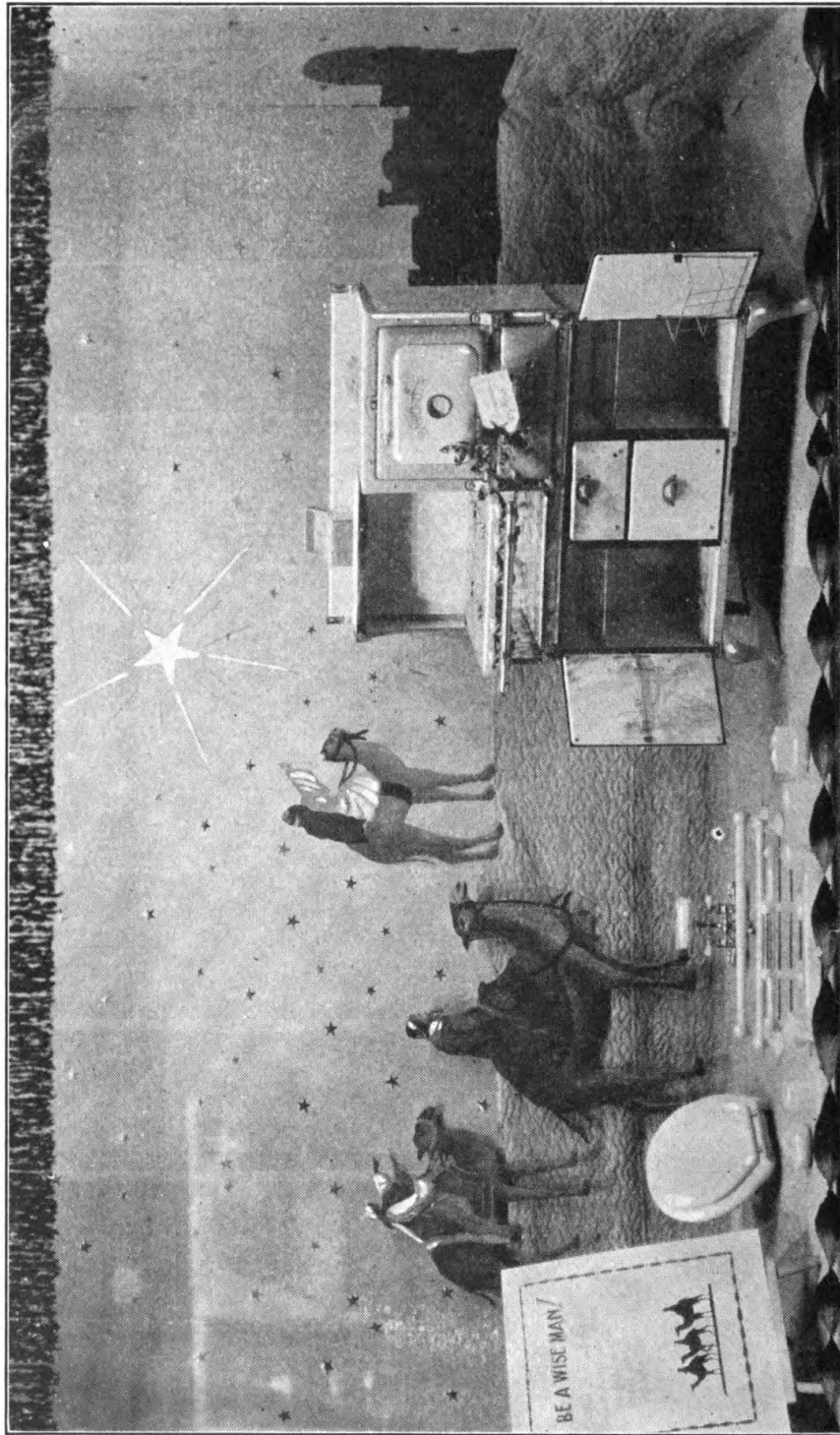
A striking effect is produced in this lawn supply window with but a small amount of stock by the Crews-Beggs Company, Pueblo, Colorado

WINDOW TRIMS



"Come out in the garden," says this window of The Bromwell Company, Cincinnati, Ohio

THE MODERN HARDWARE STORE



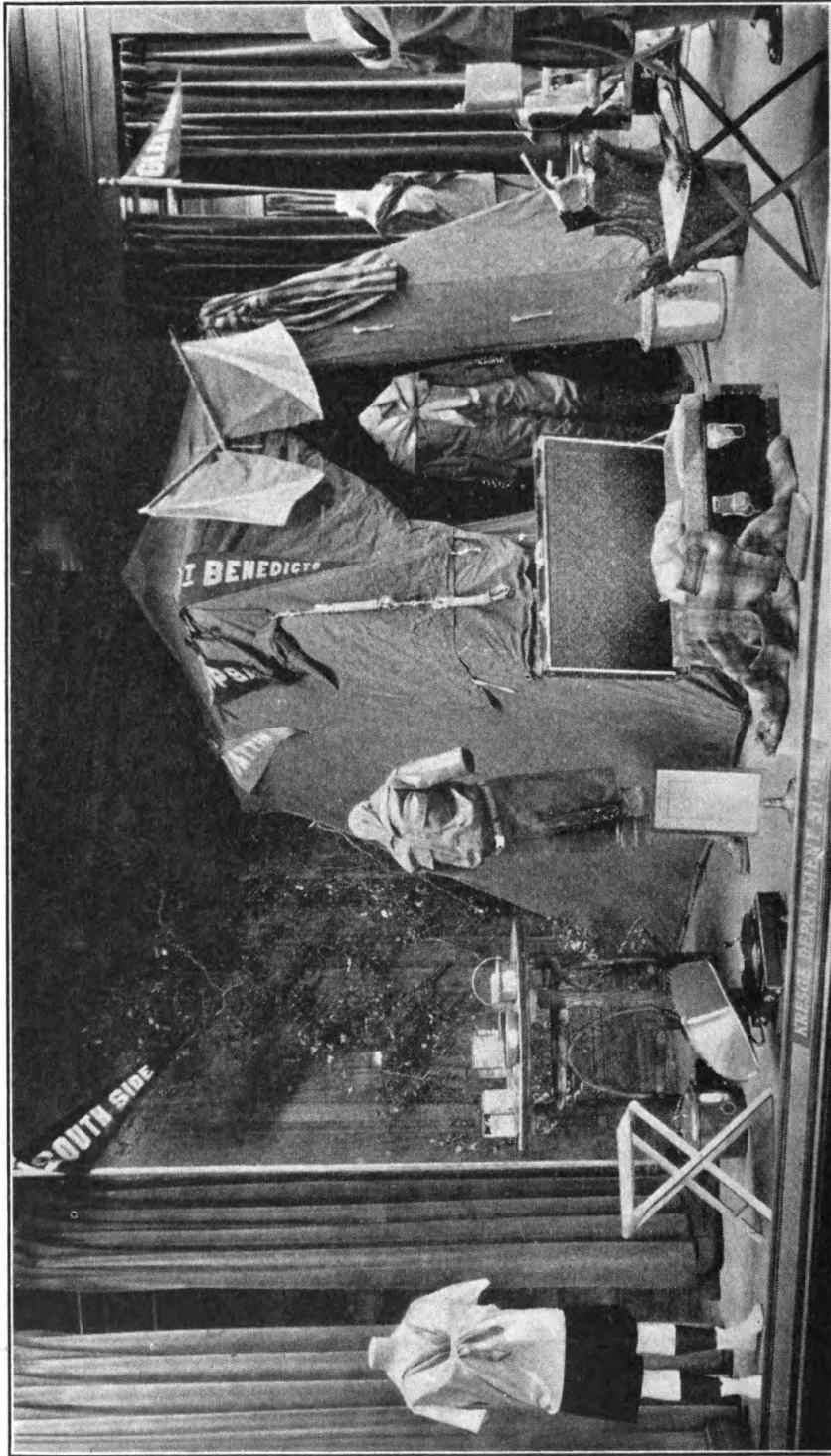
One hardware merchant put over the idea of "Stoves for Christmas Gifts" with this unusual setting

WINDOW TRIMS



A dignified setting for high class electrical goods by the Laclede Hardware Company, St. Louis, Missouri

THE MODERN HARDWARE STORE

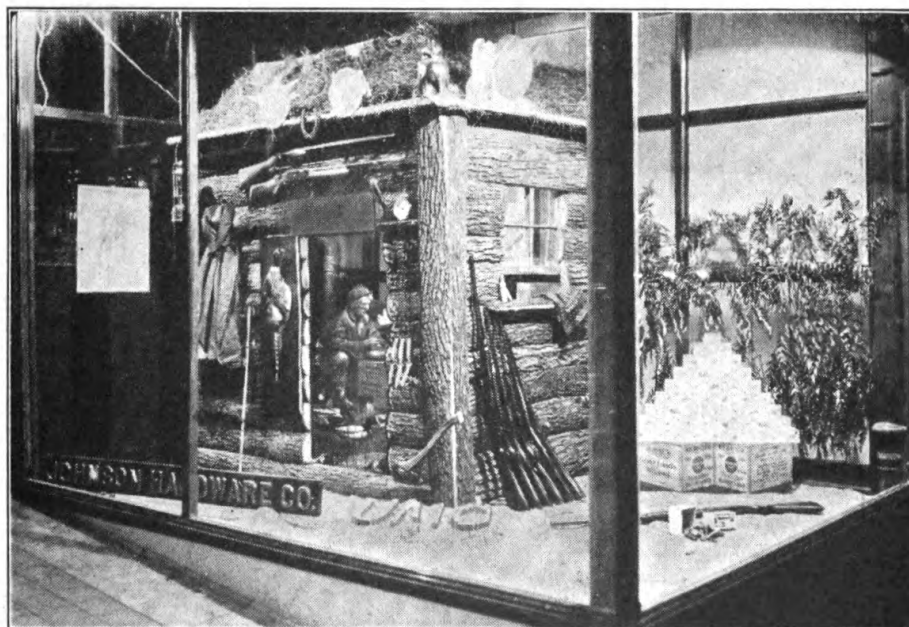


Pennants of nearby schools help to enlist the attention of boys in this camping window

WINDOW TRIMS

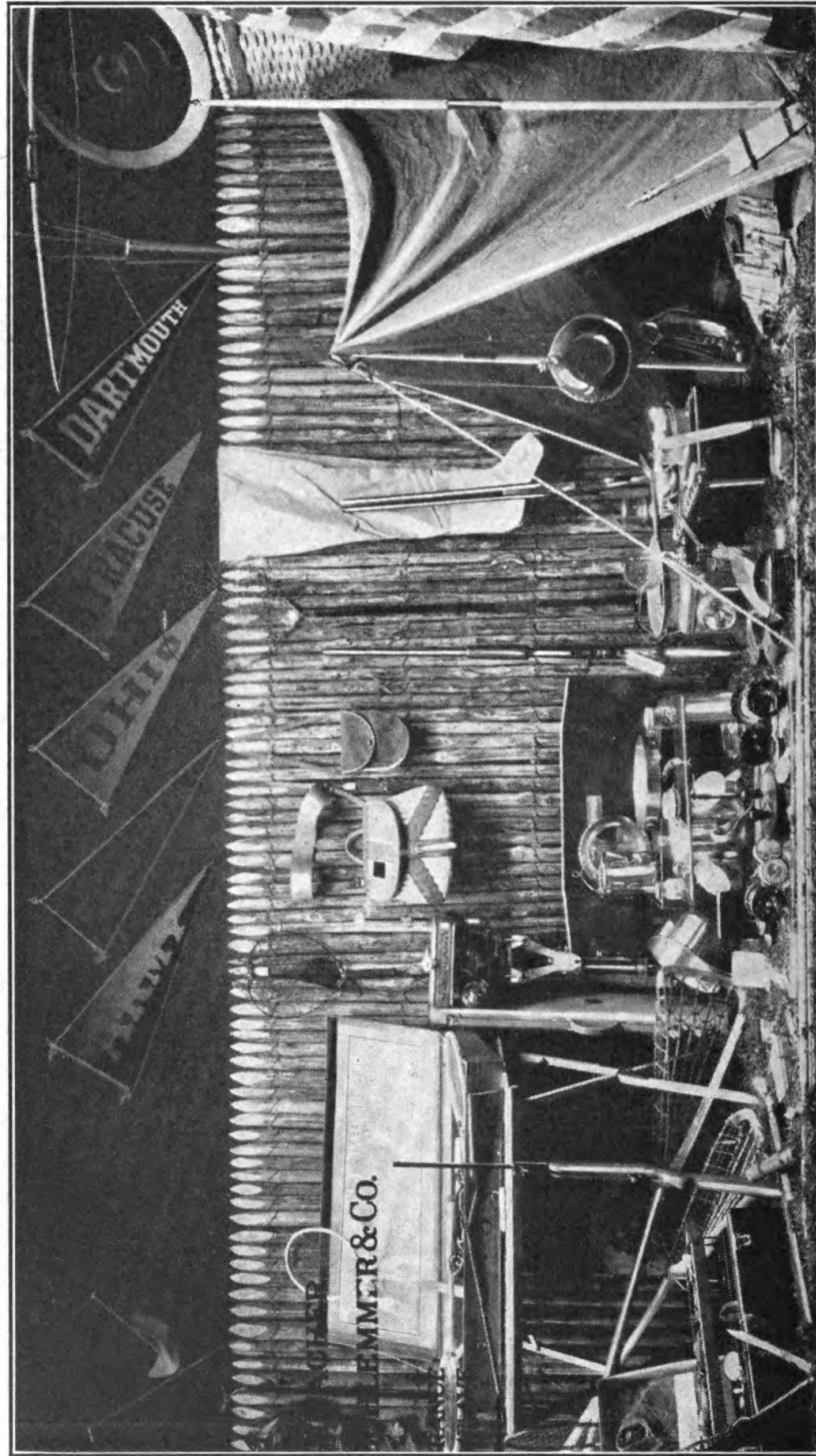


A simple and effective display of gift goods for the youngsters



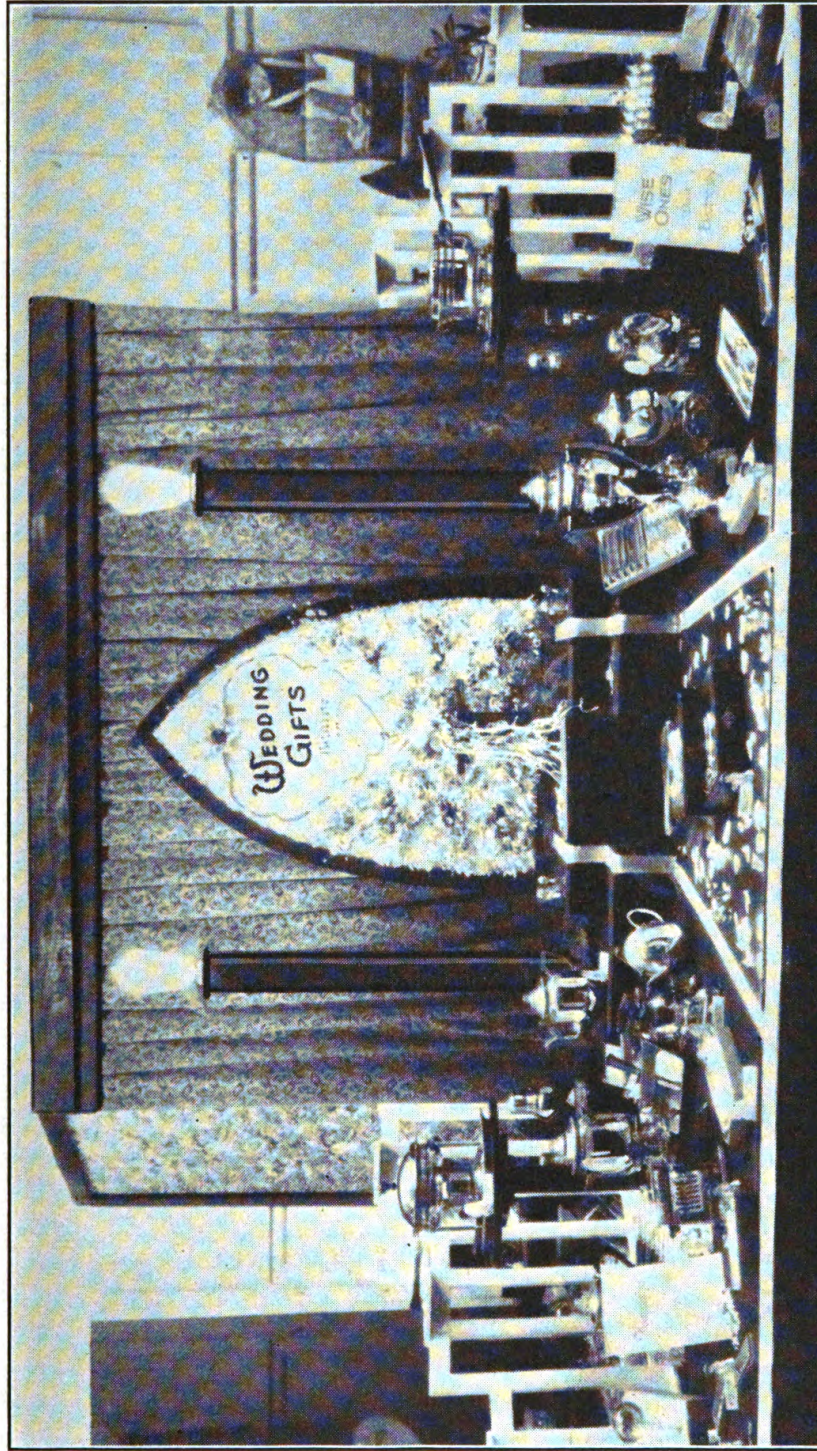
You can even see the "old timer" sitting in his shack in this window of the Johnson hardware store, Boone, Iowa

THE MODERN HARDWARE STORE



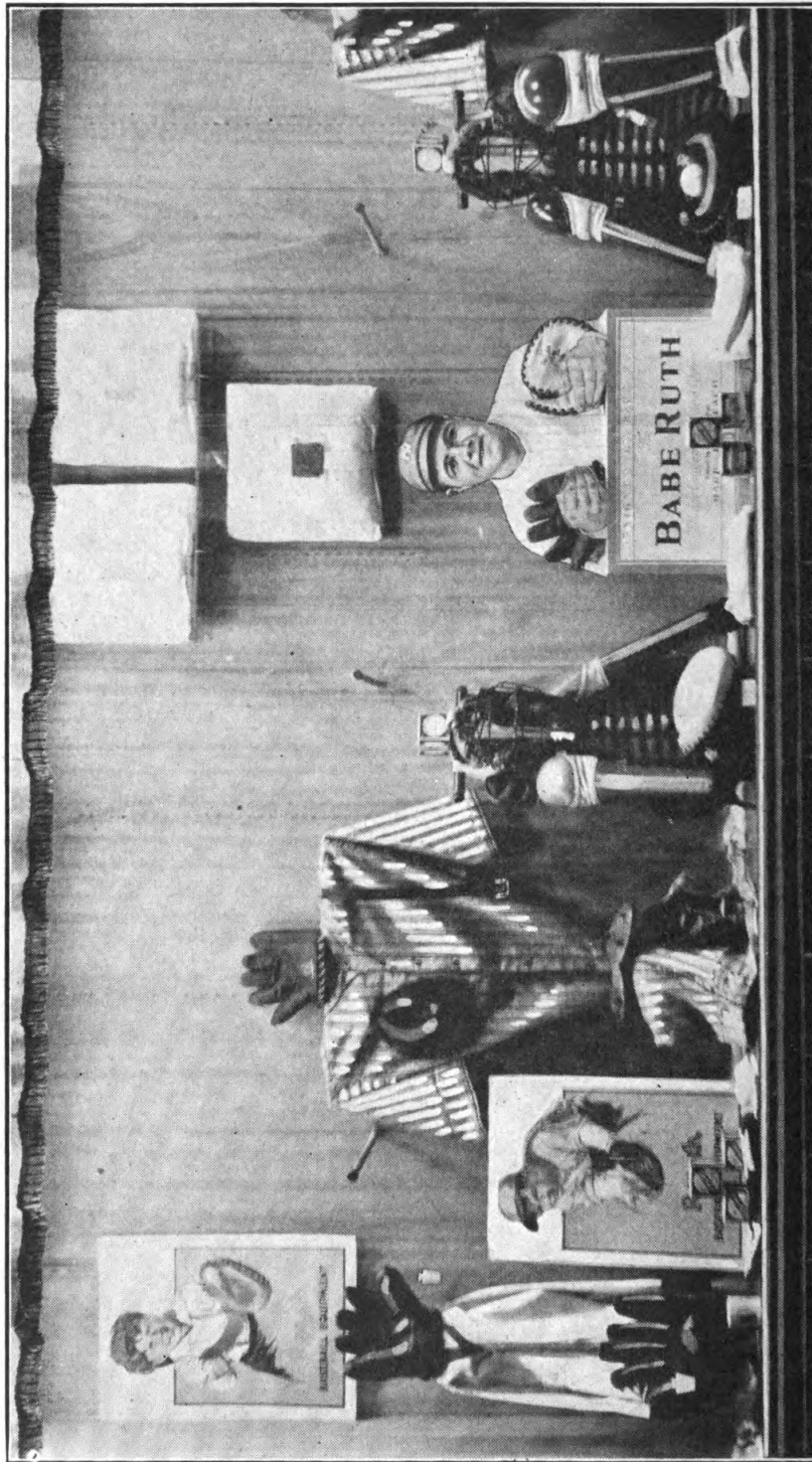
The rustic picket fence gives a country atmosphere to this New York City window of Hammacher, Schlemmer & Company

WINDOW TRIMS



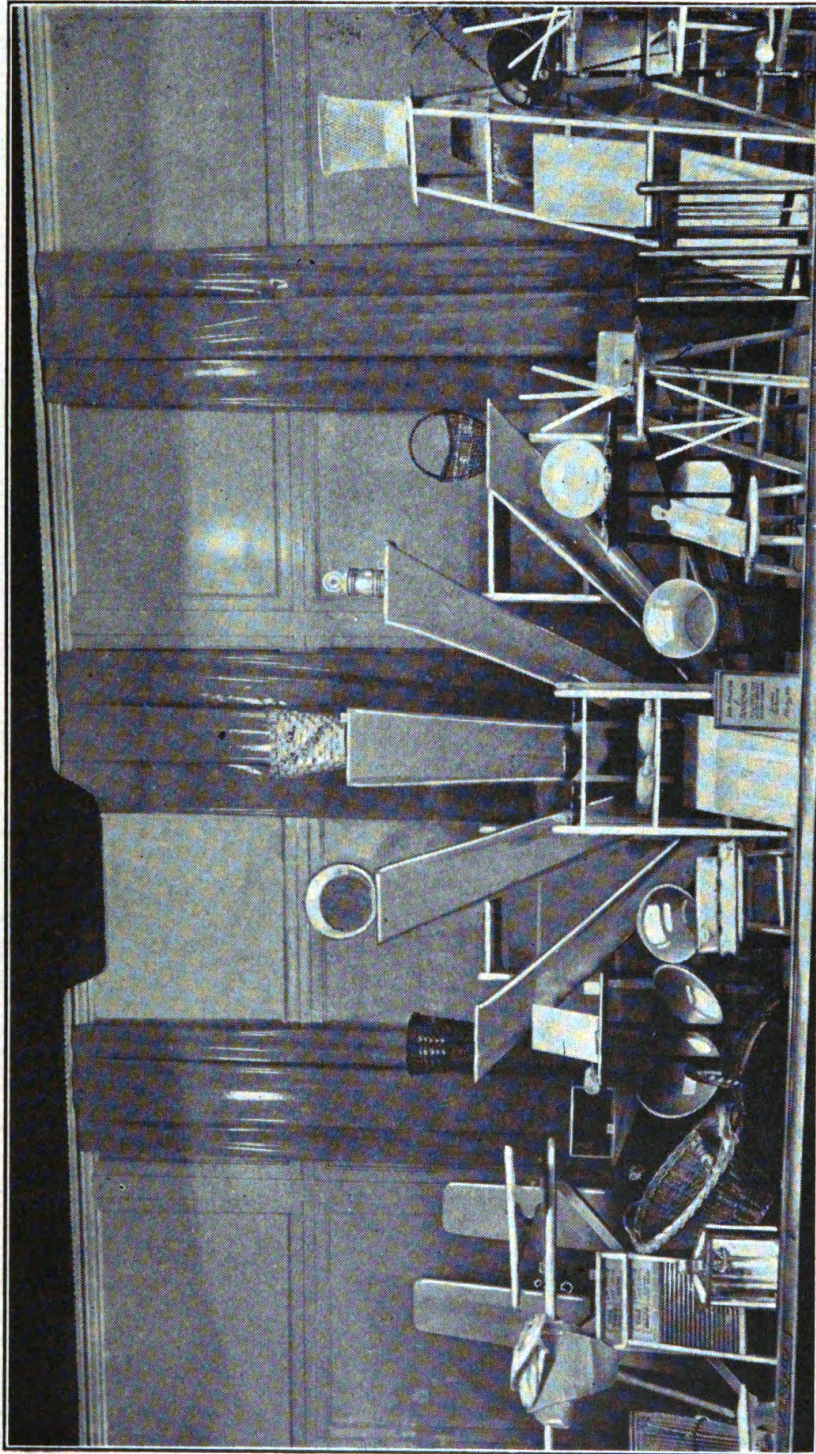
You expect the bride to walk out any minute in this wedding gift window

THE MODERN HARDWARE STORE



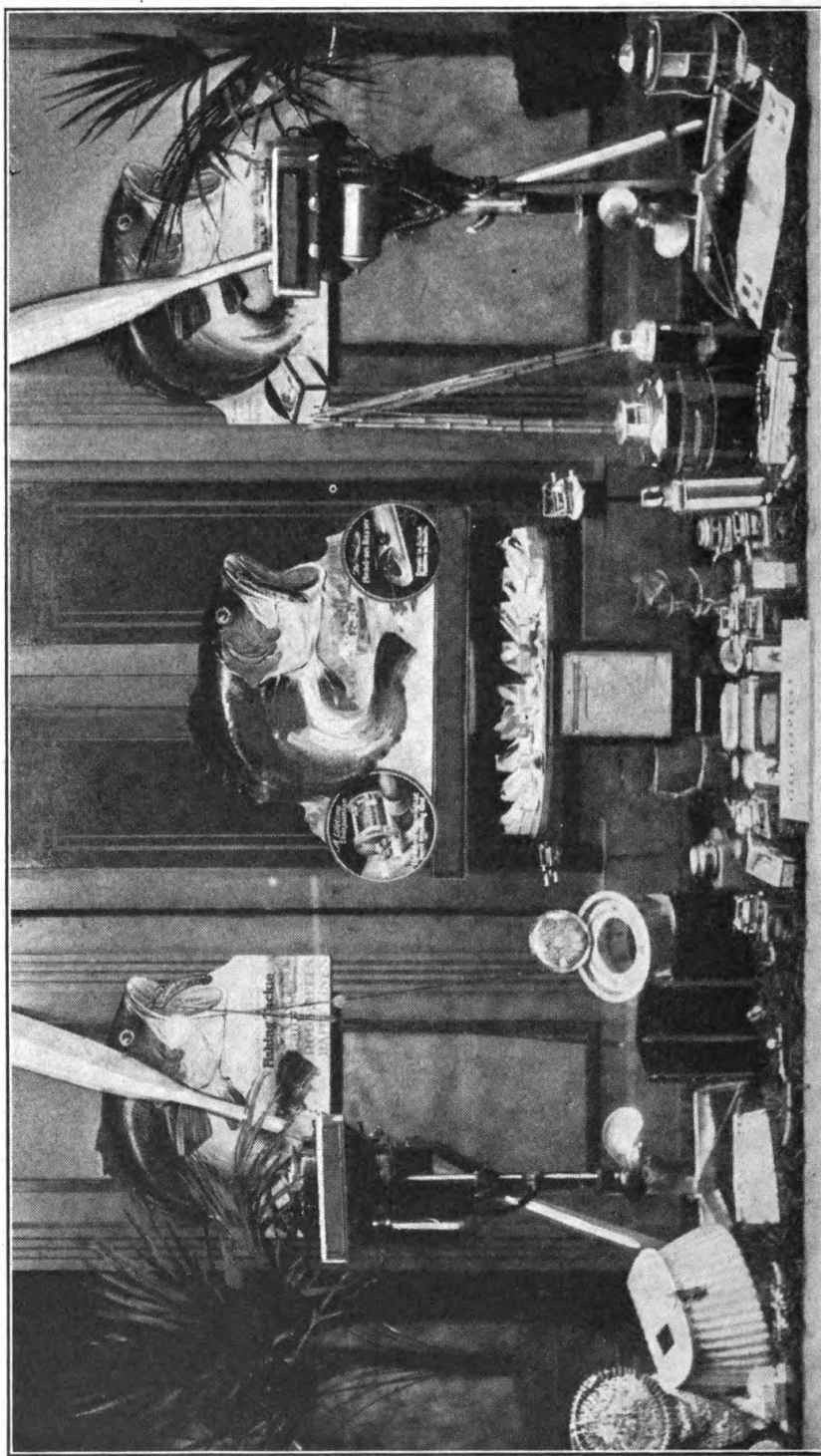
Babe Ruth's smile stops them here. The Knight and Wall Company, Tampa, Florida

WINDOW TRIMS



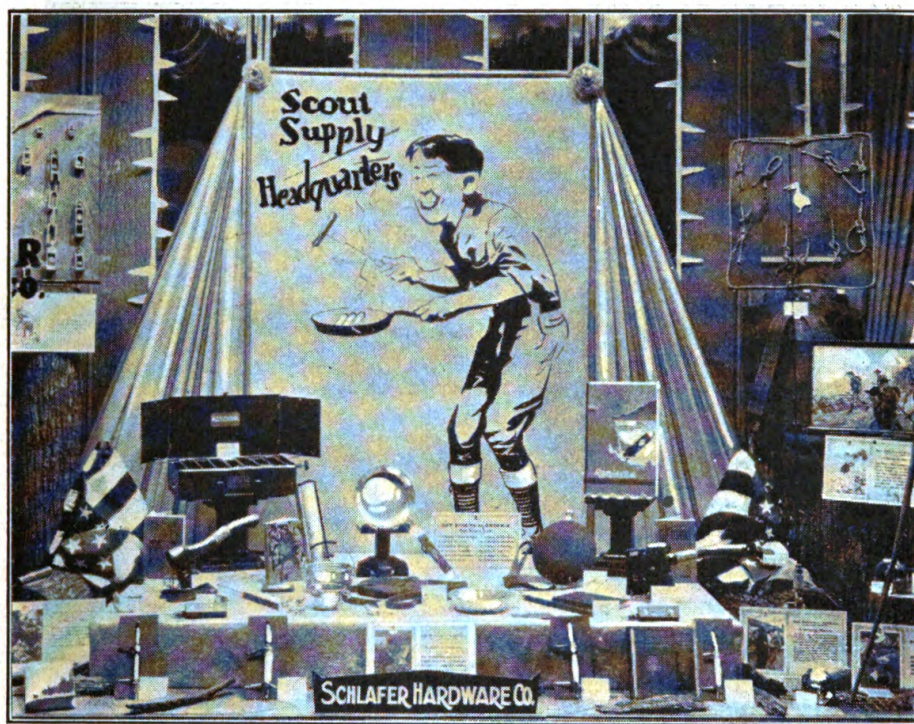
An effective woodenware window, yet easy to put in

THE MODERN HARDWARE STORE



You could never get Herbert Hoover to pass this window without stopping. The C. C. Schlatter Company, Inc.,
Fort Wayne, Indiana

WINDOW TRIMS

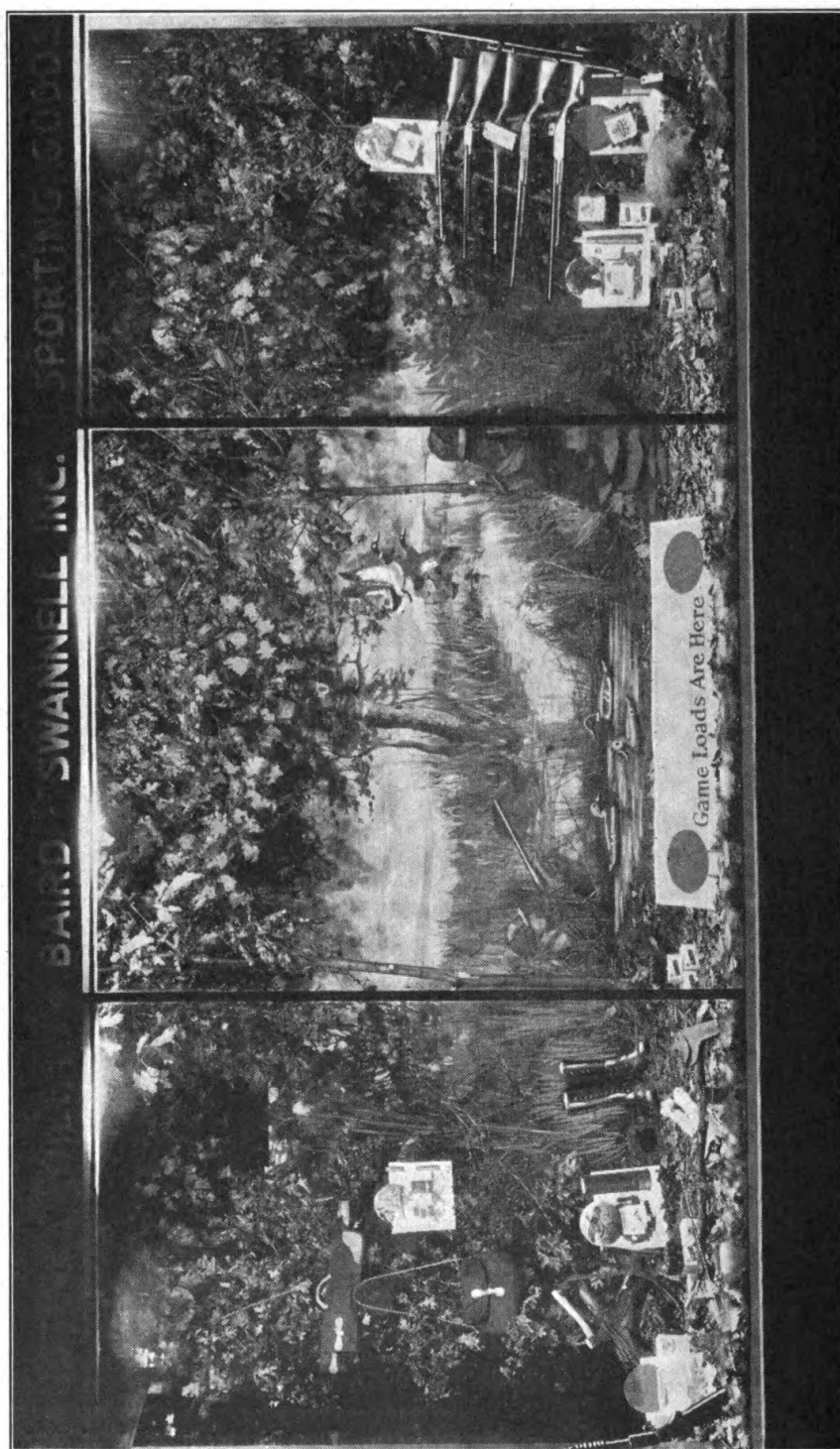


An effective scout supply display for a small window by The Schlafer Hardware Company, Appleton, Wisconsin



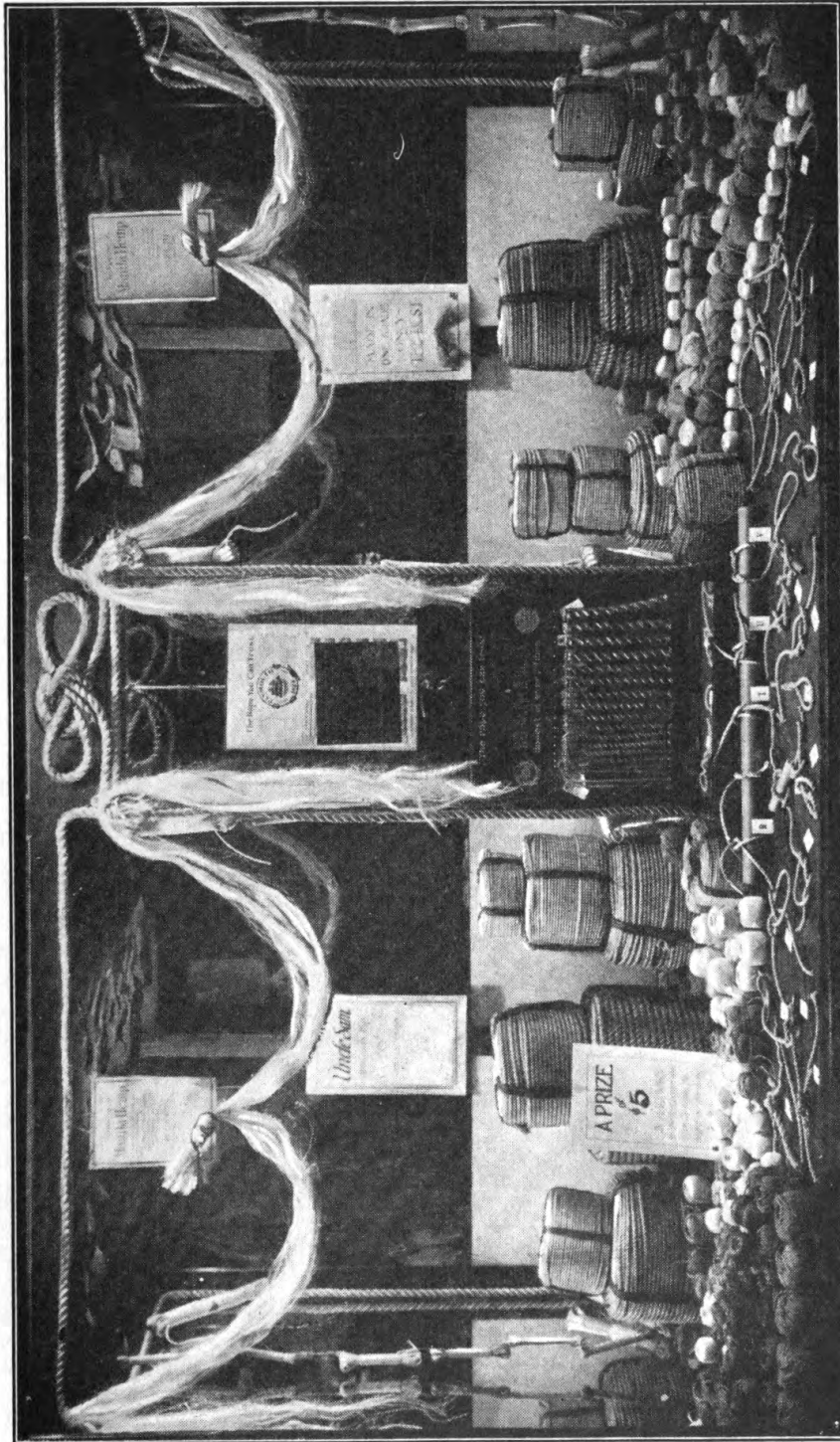
The Schlafer Hardware Company, Appleton, Wisconsin is a strong believer in poster effects in windows

THE MODERN HARDWARE STORE



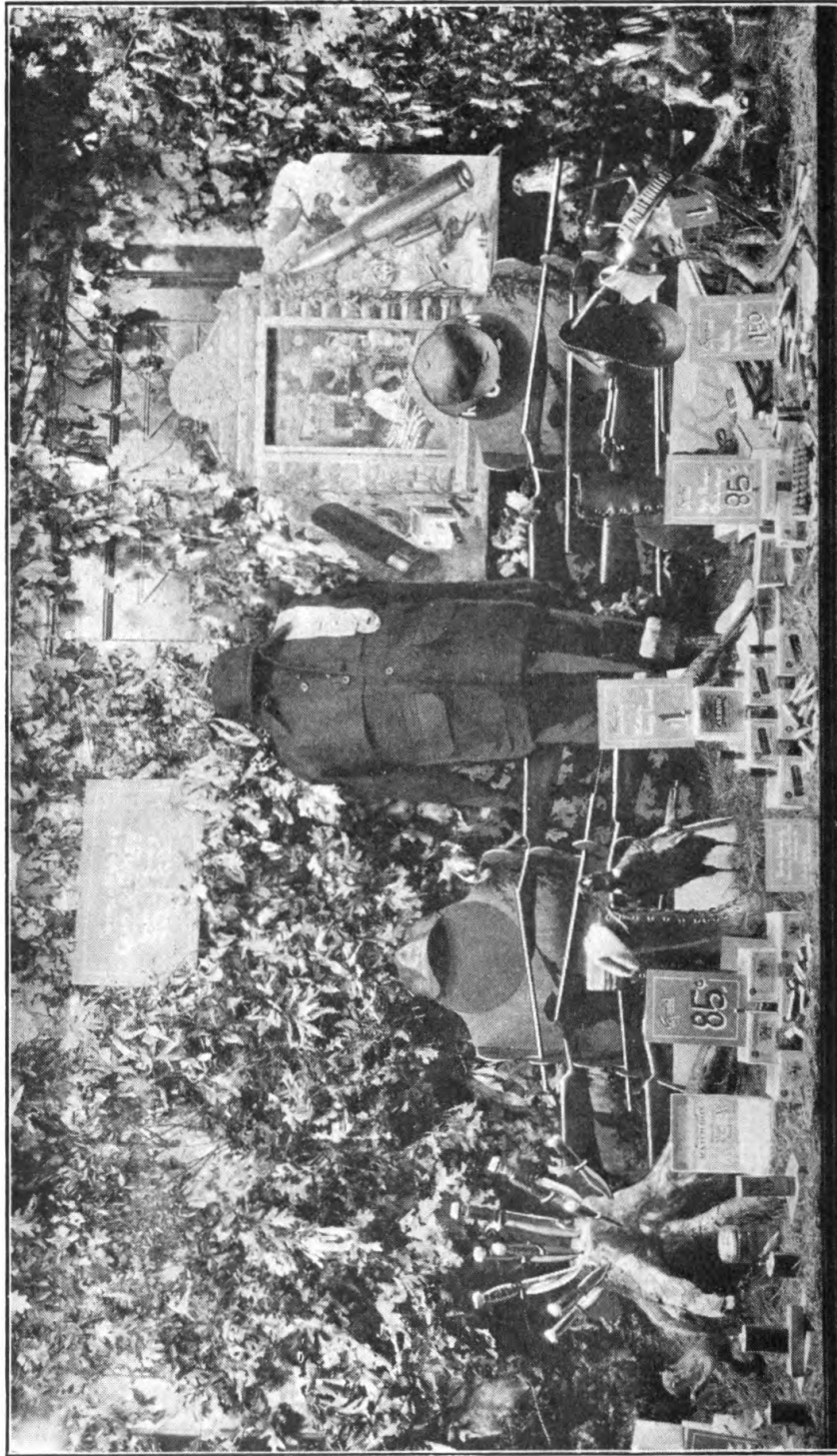
There is plenty of woody atmosphere in this sportsman's window of Baird-Swannell, Inc., Kankakee, Illinois

WINDOW TRIMS



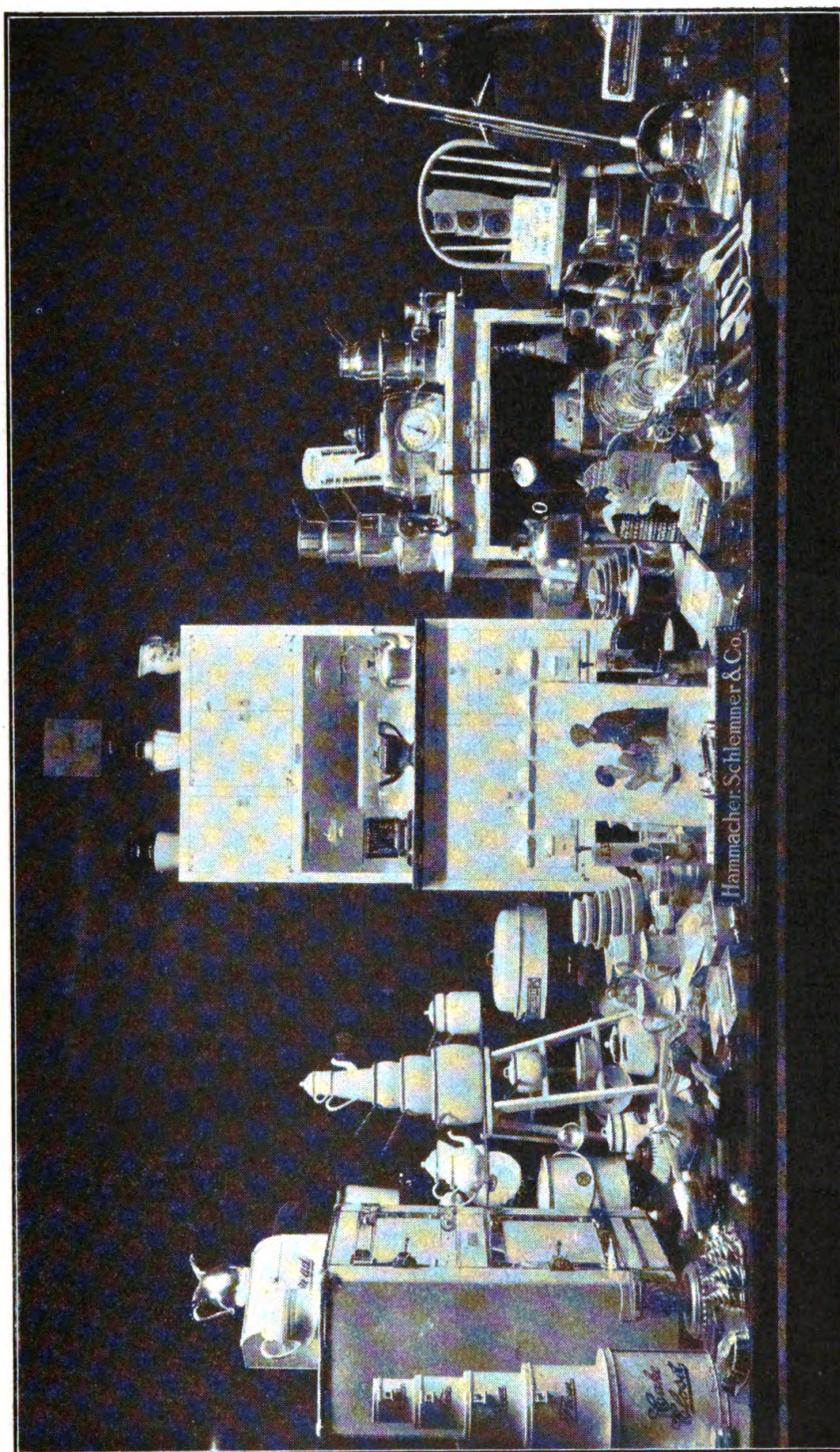
An old idea, but always interesting and effective

THE MODERN HARDWARE STORE



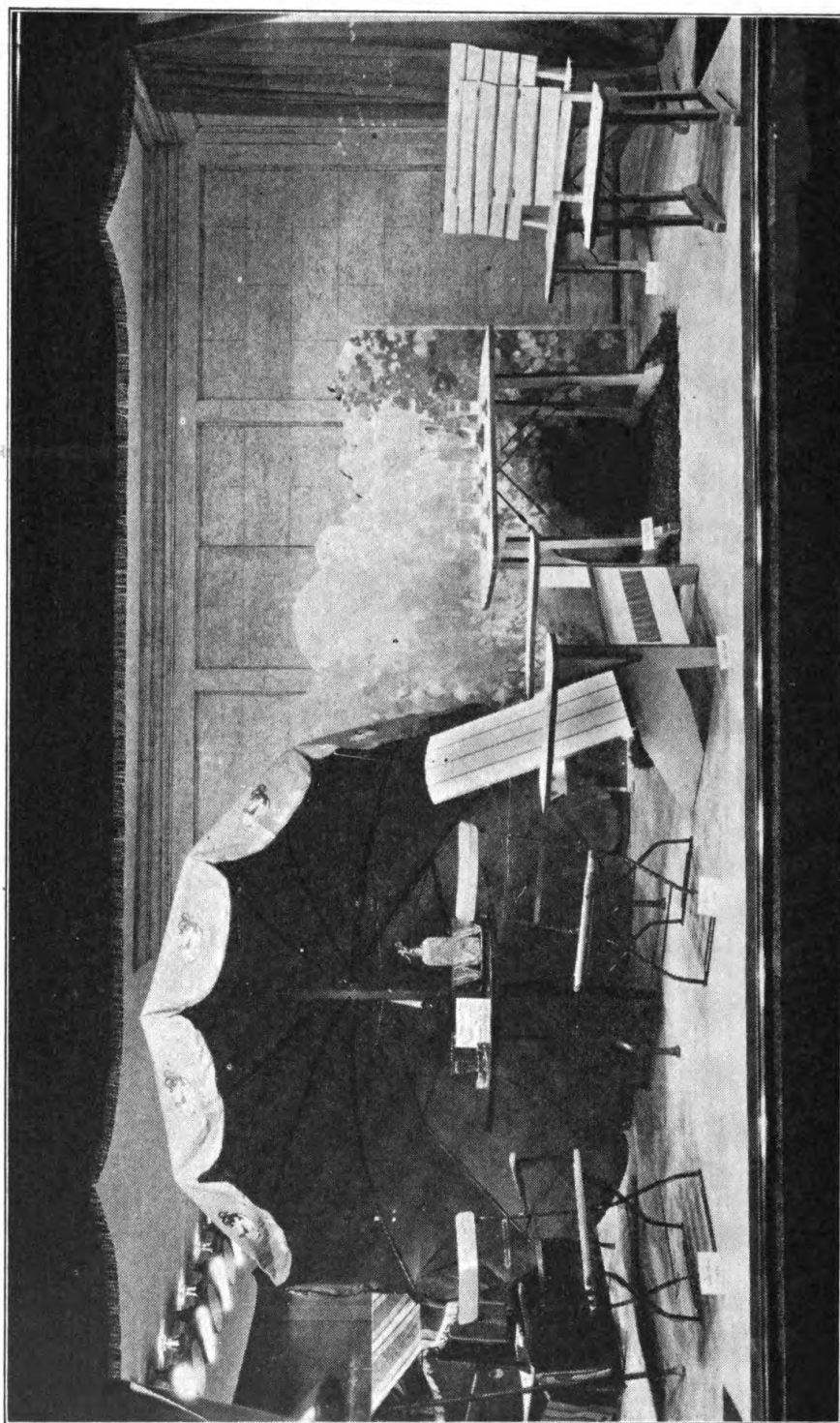
A very attractive hunting window of The Treat Hardware Corporation, Lawrence, Massachusetts

WINDOW TRIMS



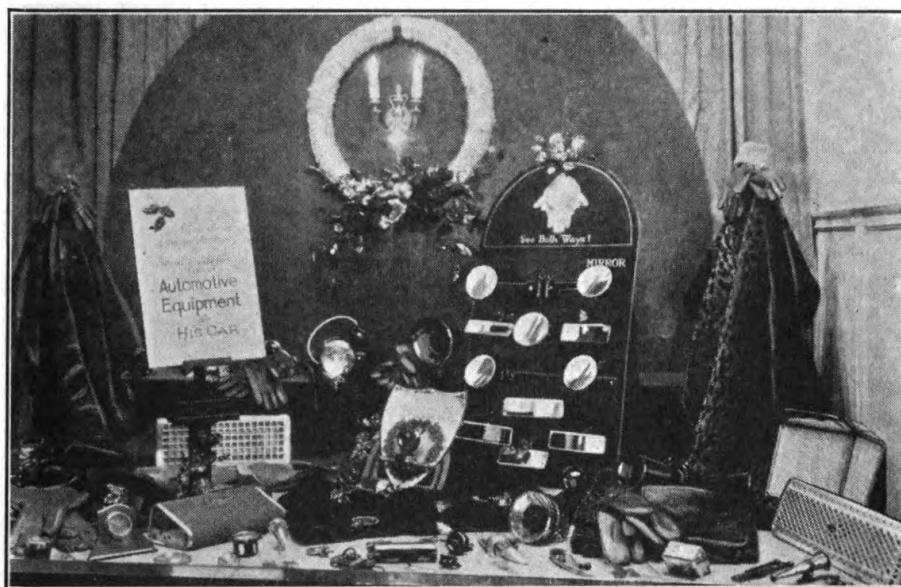
Everything for the kitchen

THE MODERN HARDWARE STORE



Merchandise for the summer home or club in this window of Lewis and Conger, Inc., New York, N. Y.

WINDOW TRIMS

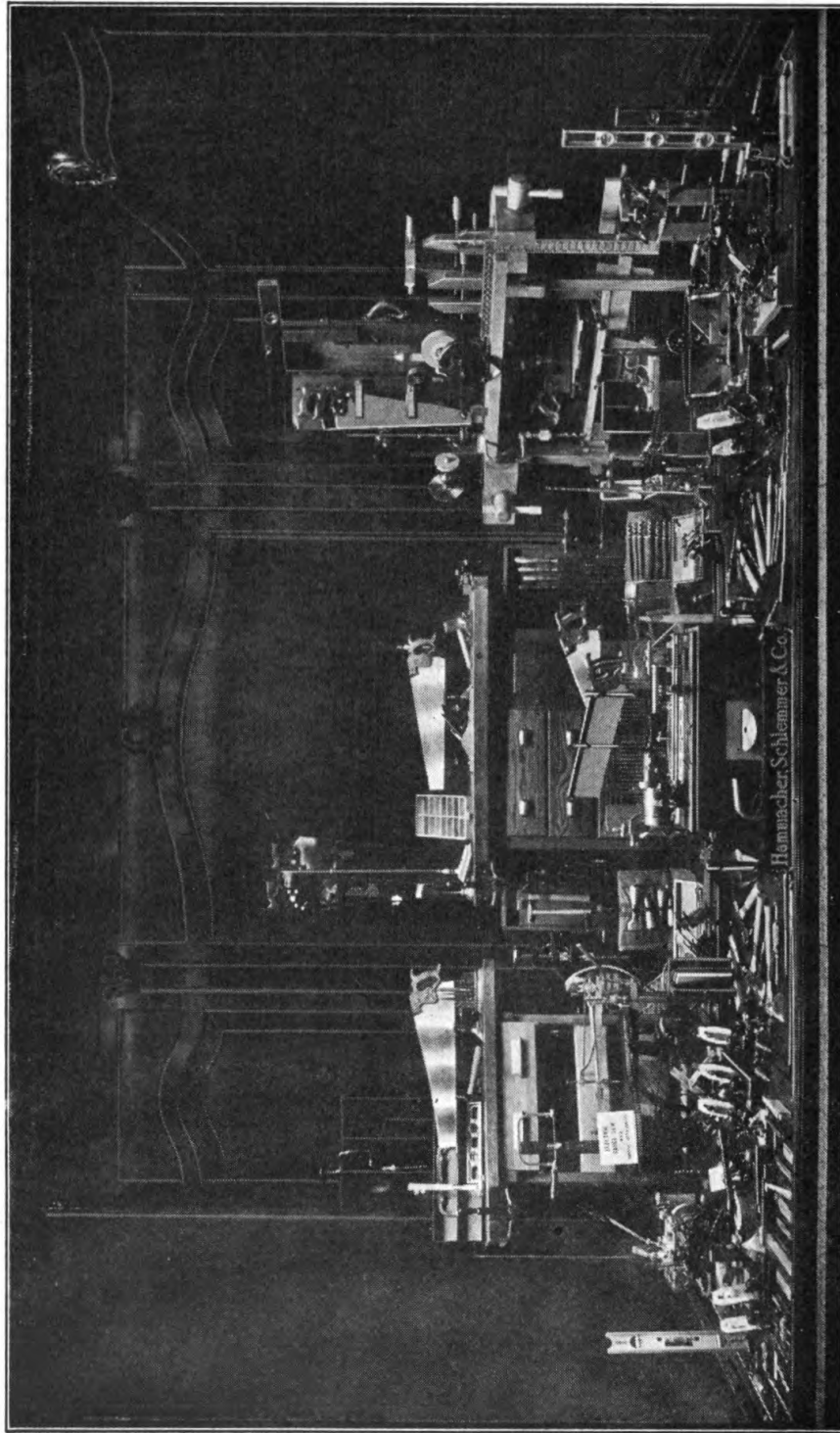


Automotive equipment of the gift variety. .A holiday trim of The Belcher & Loomis Hardware Company, Providence, Rhode Island



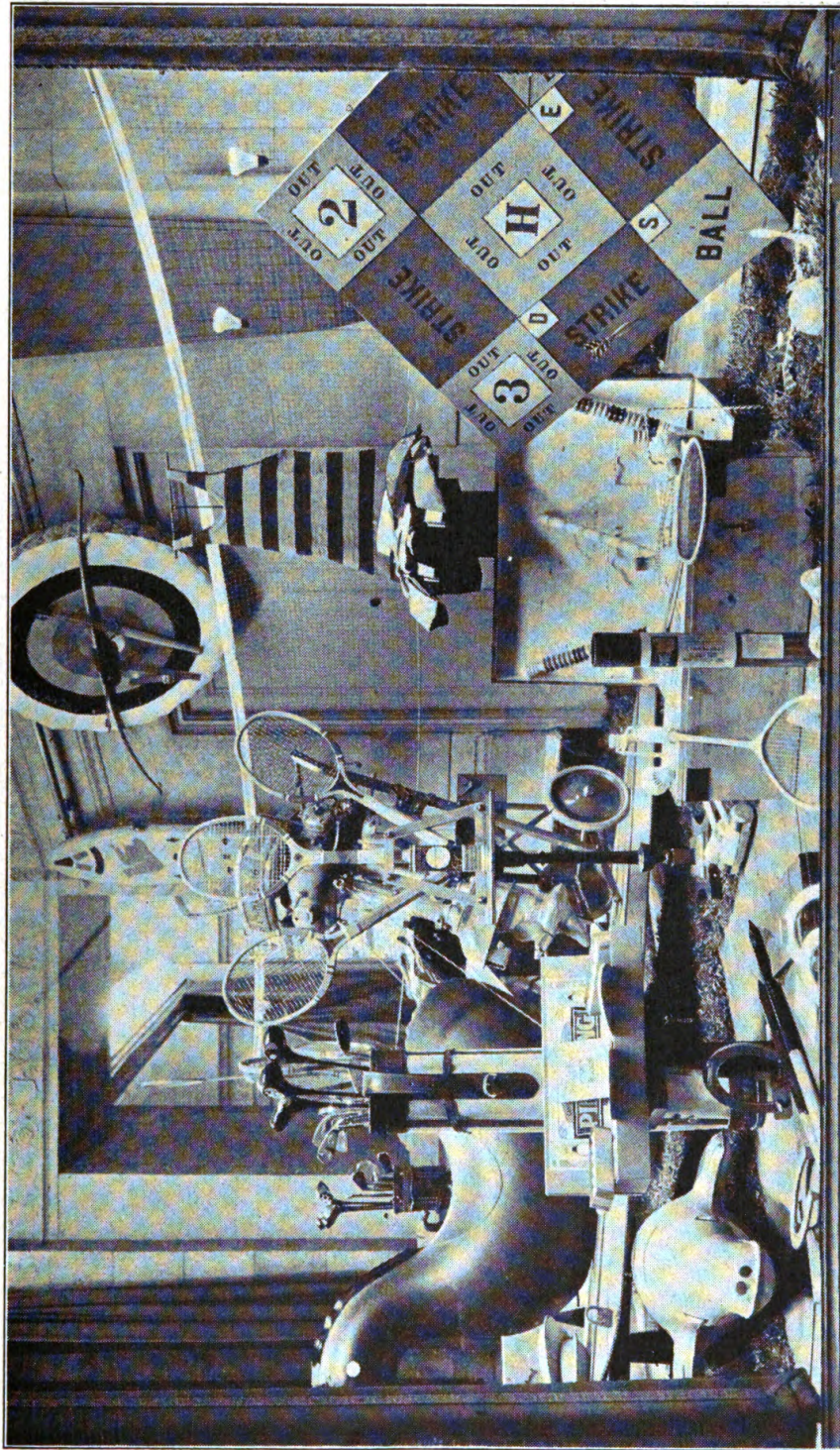
A very dignified fall touring window

THE MODERN HARDWARE STORE



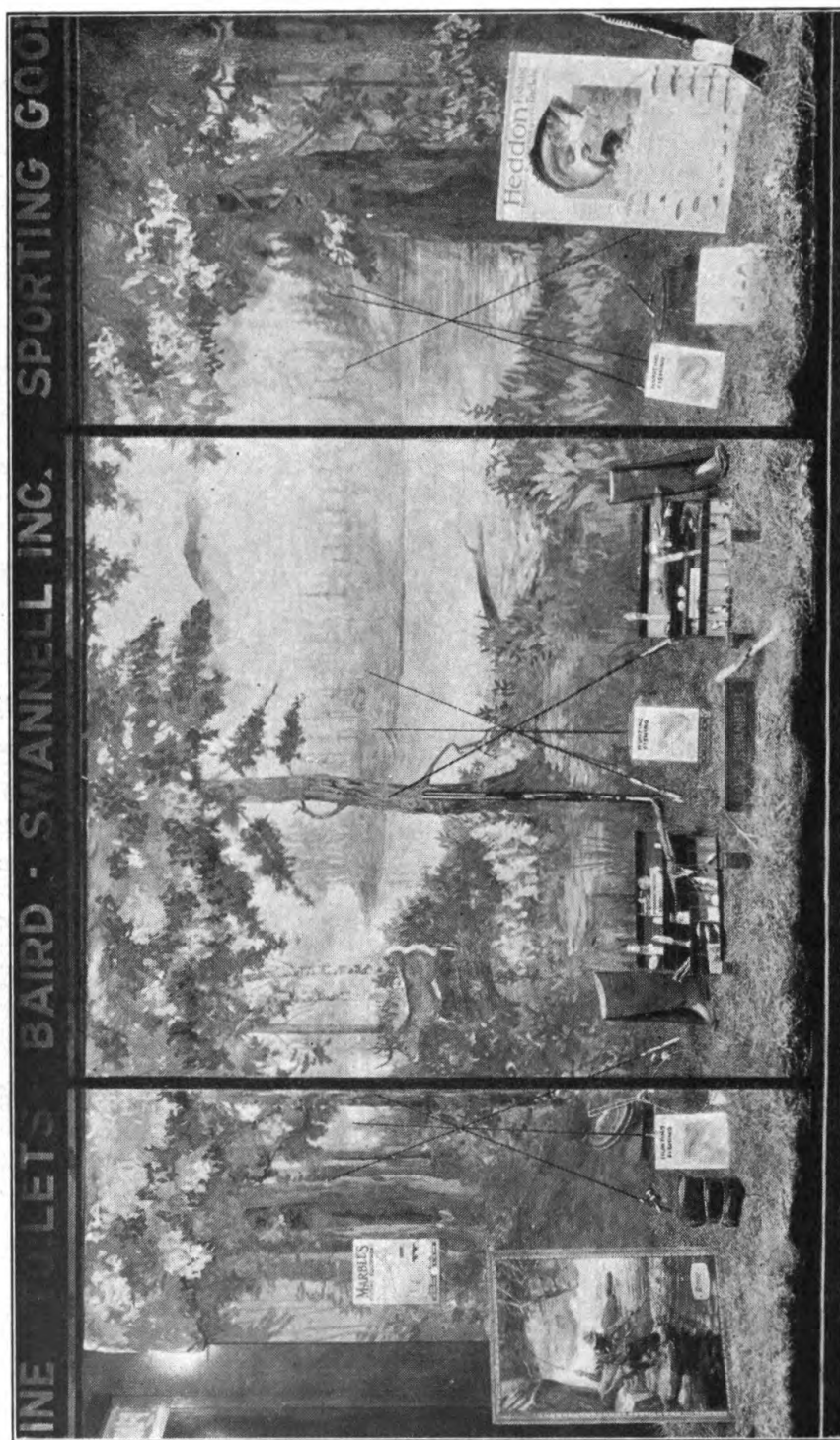
Hammacher, Schlemmer & Company, Inc., keep their windows well lighted with concealed fixtures at night

WINDOW TRIMS



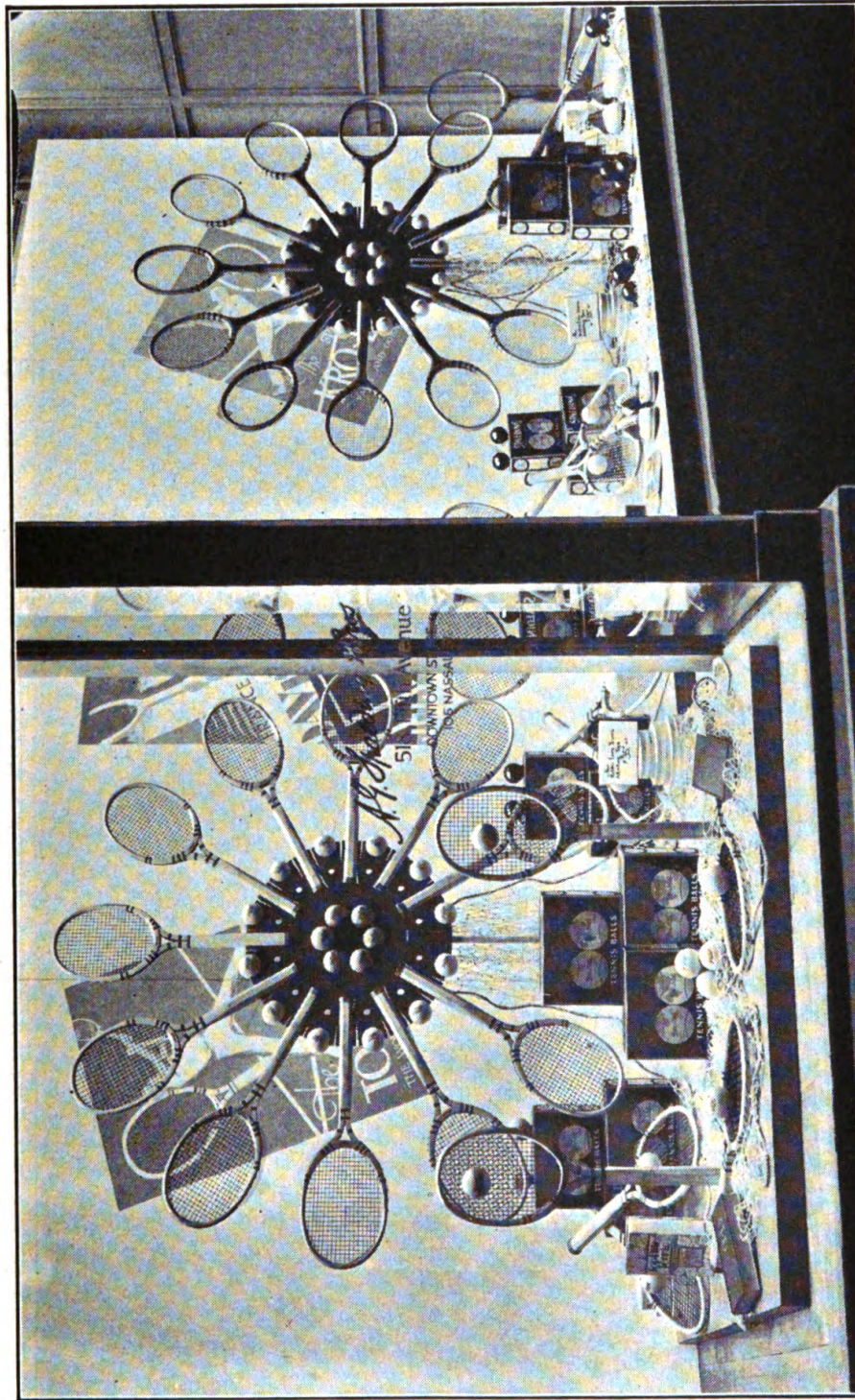
There is no one so prosy and staid but that he would like to try his hand at a game after seeing this window

THE MODERN HARDWARE STORE



Fishing supplies with plenty of scenery

WINDOW TRIMS



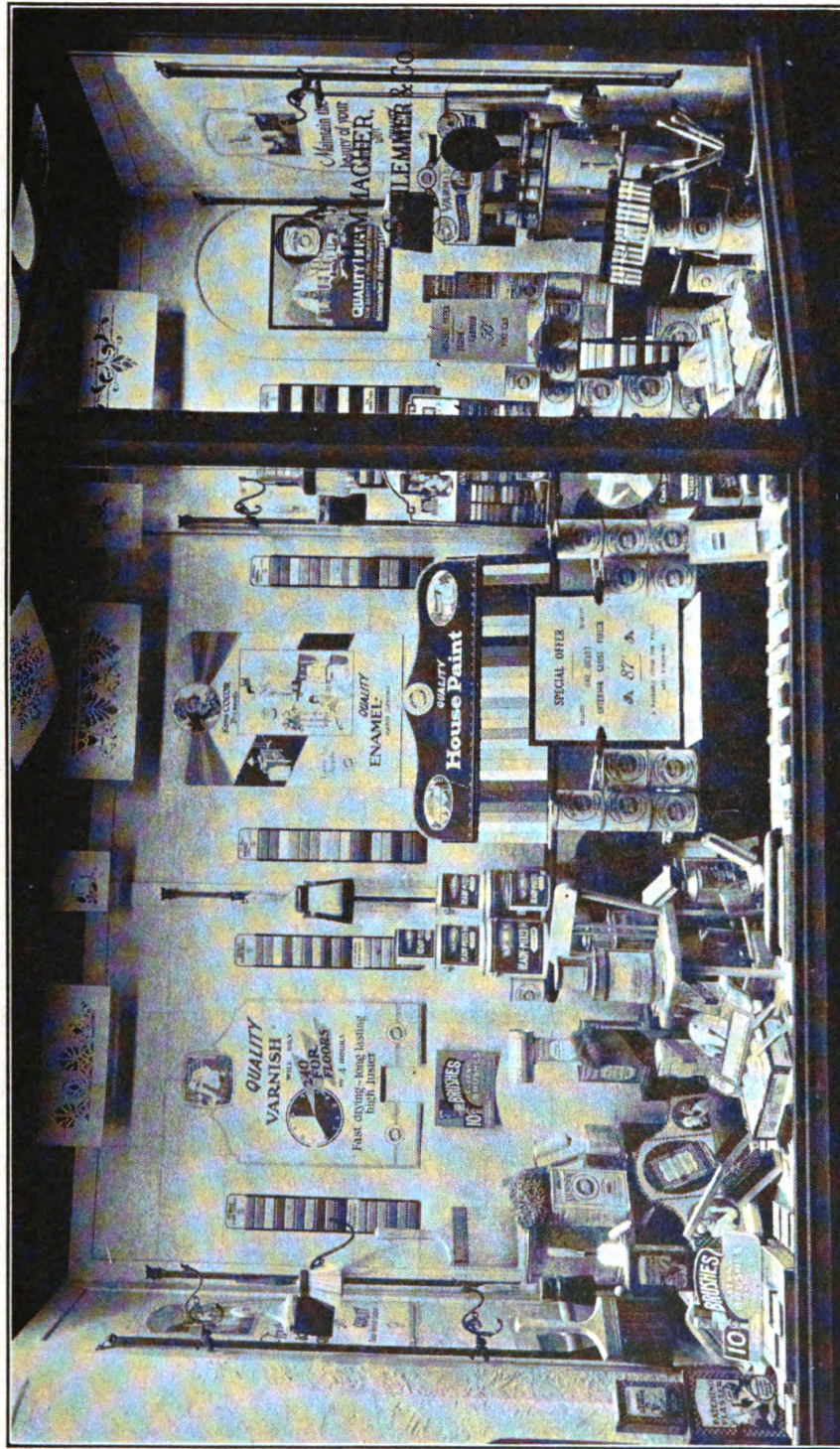
Tennis and more tennis in this simple yet effective window

THE MODERN HARDWARE STORE



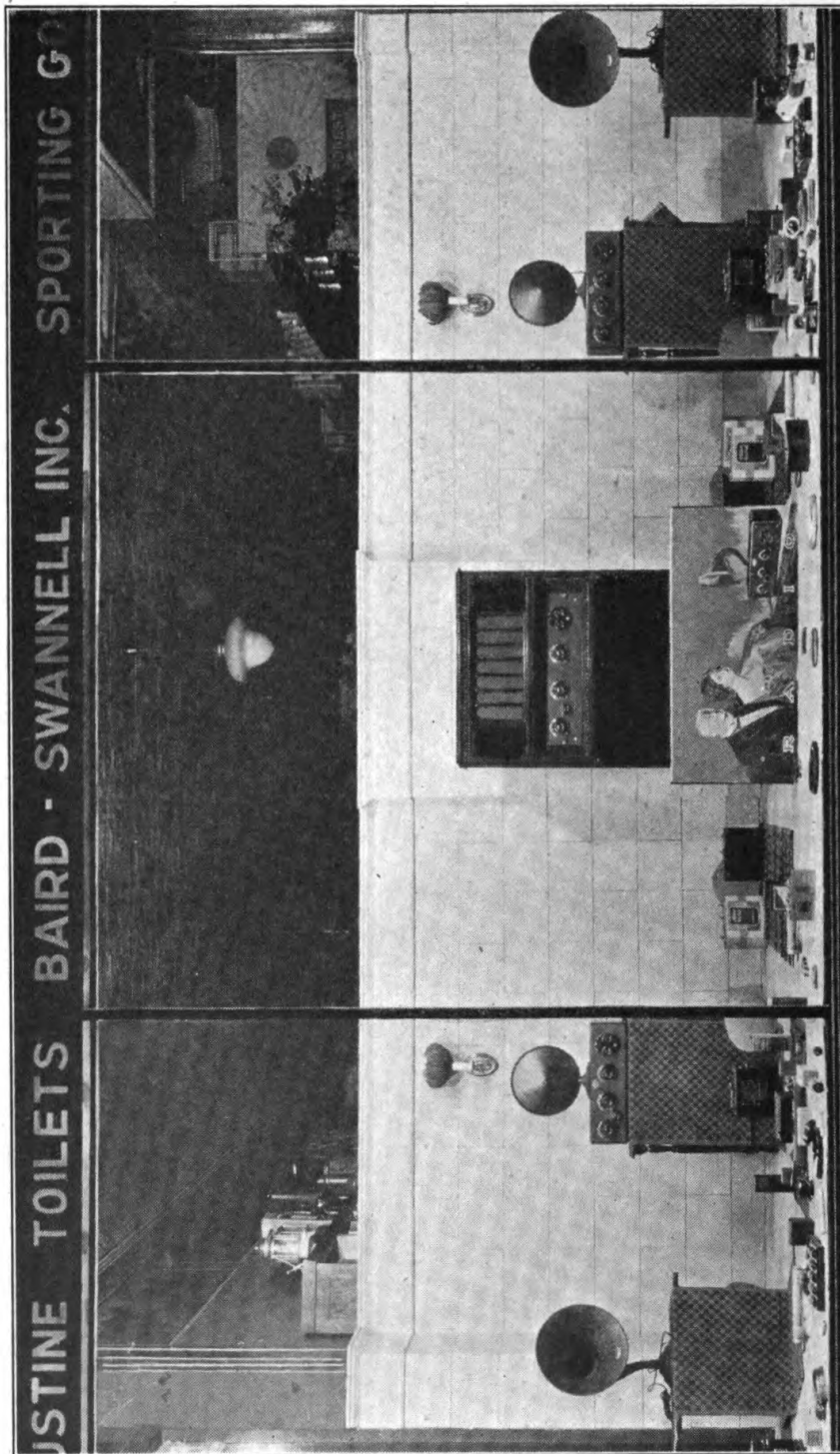
Shrubs and artificial leaves give this window a spring atmosphere

WINDOW TRIMS



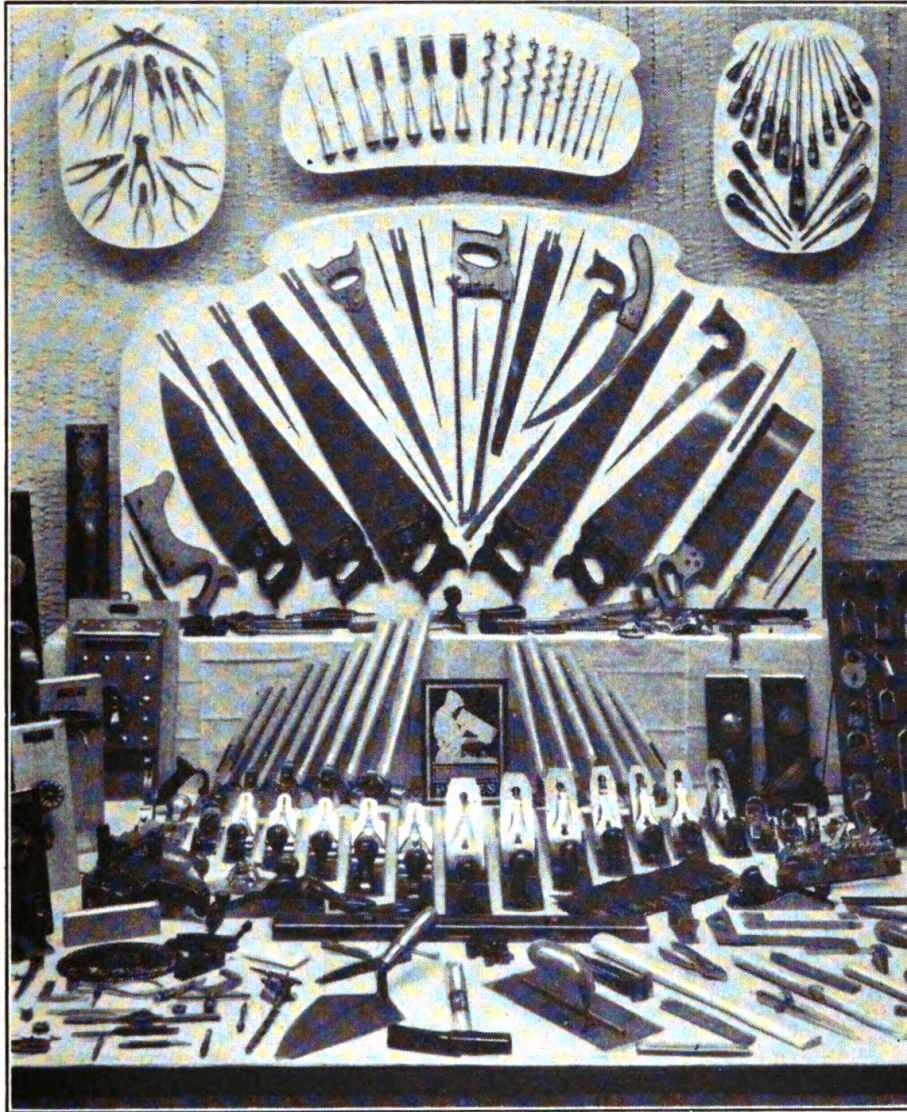
A paint and varnish window of this character holds the attention of both men and women

THE MODERN HARDWARE STORE



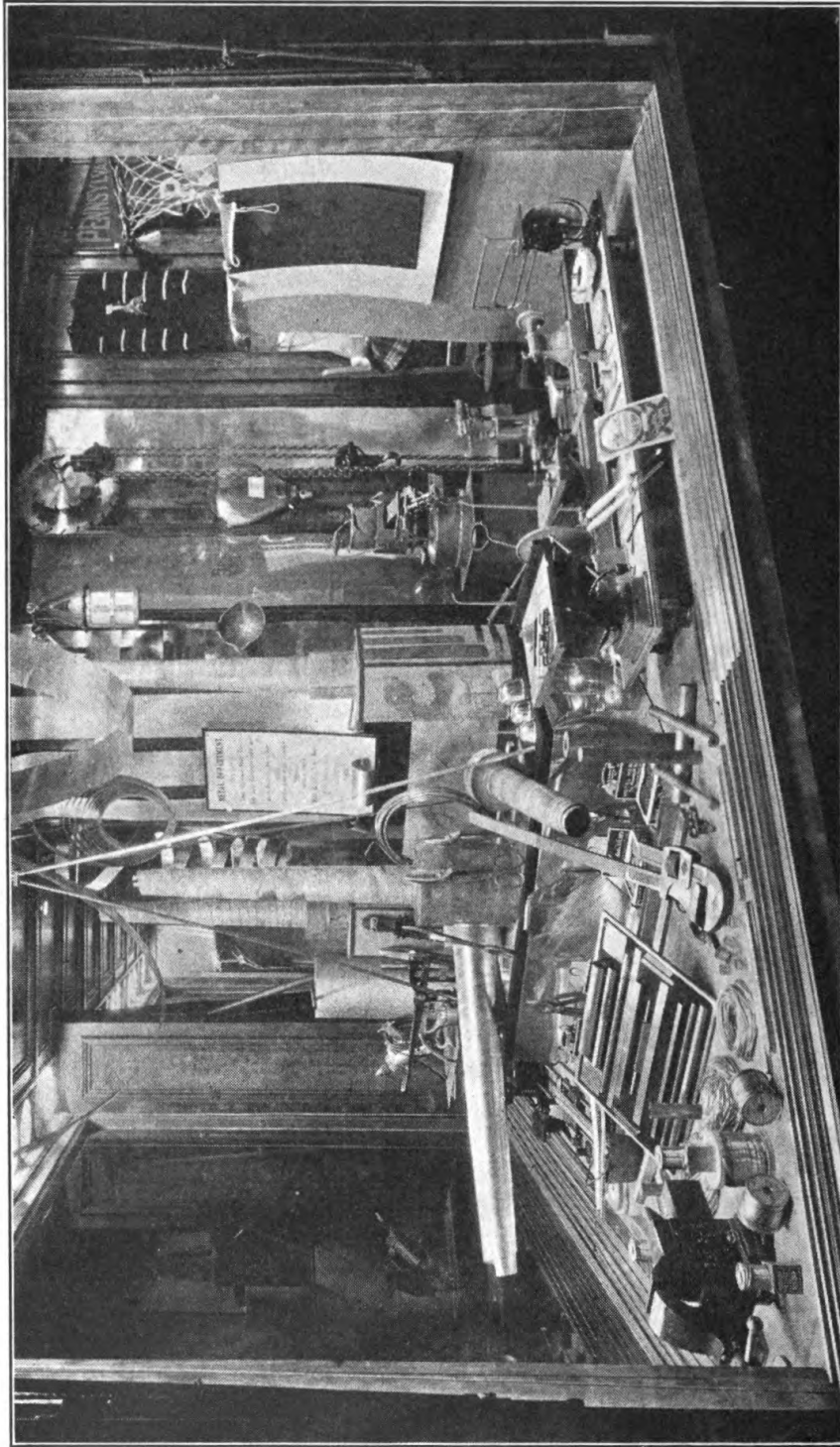
Notice the low background in this window of Baird-Swannell, Inc., Kankakee, Illinois

WINDOW TRIMS



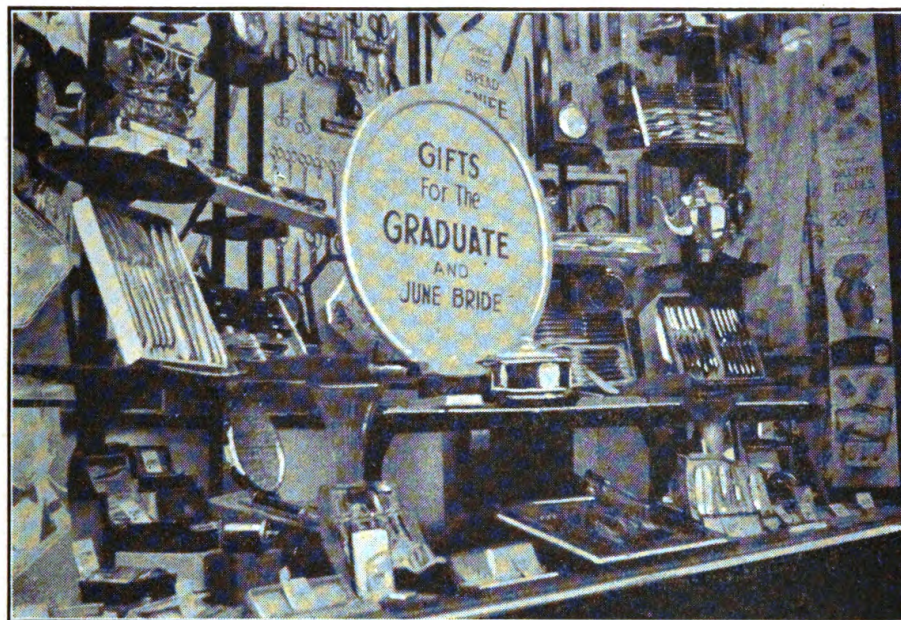
An effective tool display for a narrow window. The Lahr Hardware Co.,
Lincoln, Nebraska

THE MODERN HARDWARE STORE



This entire window of Hammacher Schlemmer & Co., New York, is given over to metal and metal working tools

WINDOW TRIMS

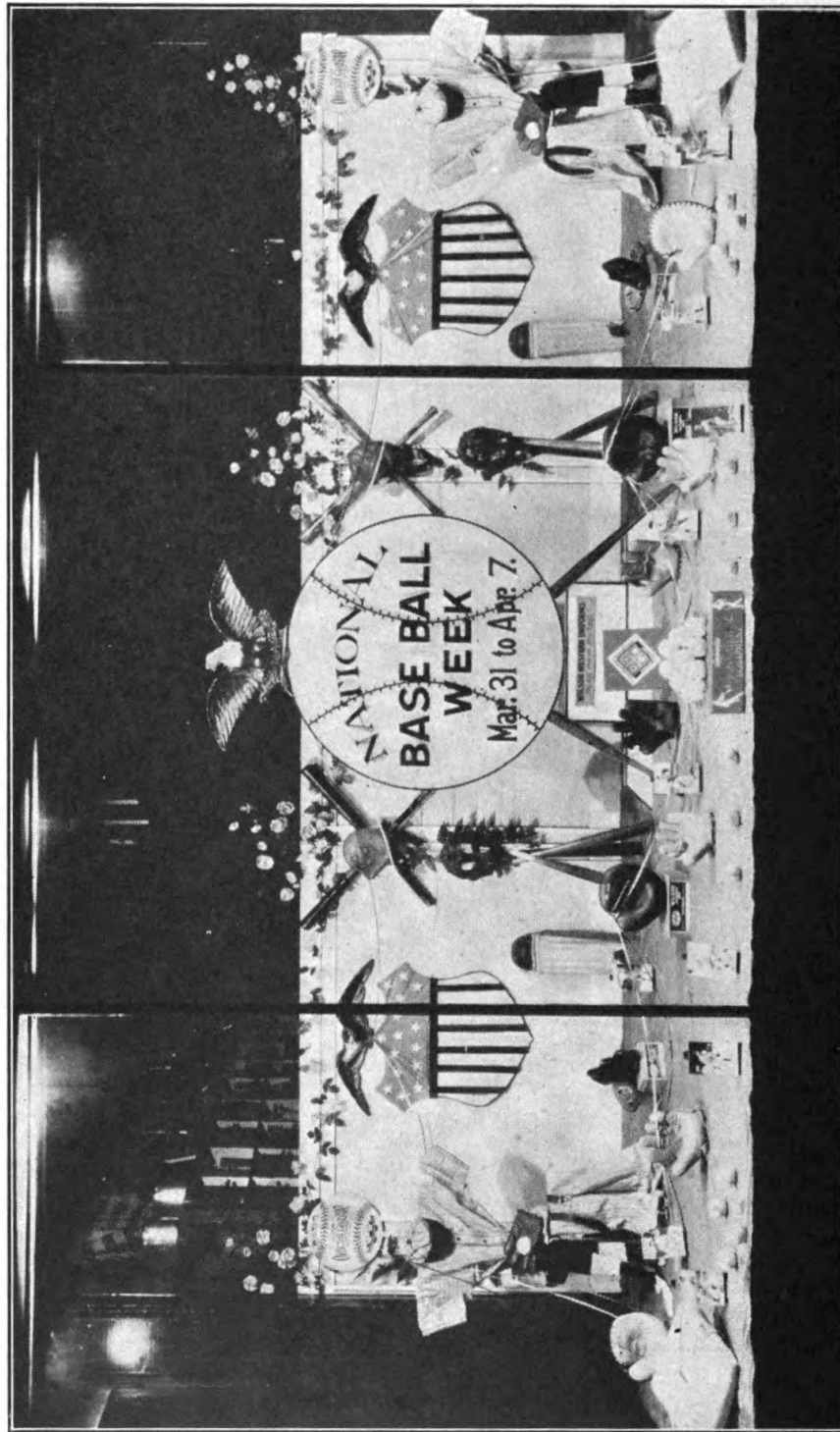


Note the mass effect secured by vertical displays in this shallow window of gift suggestions



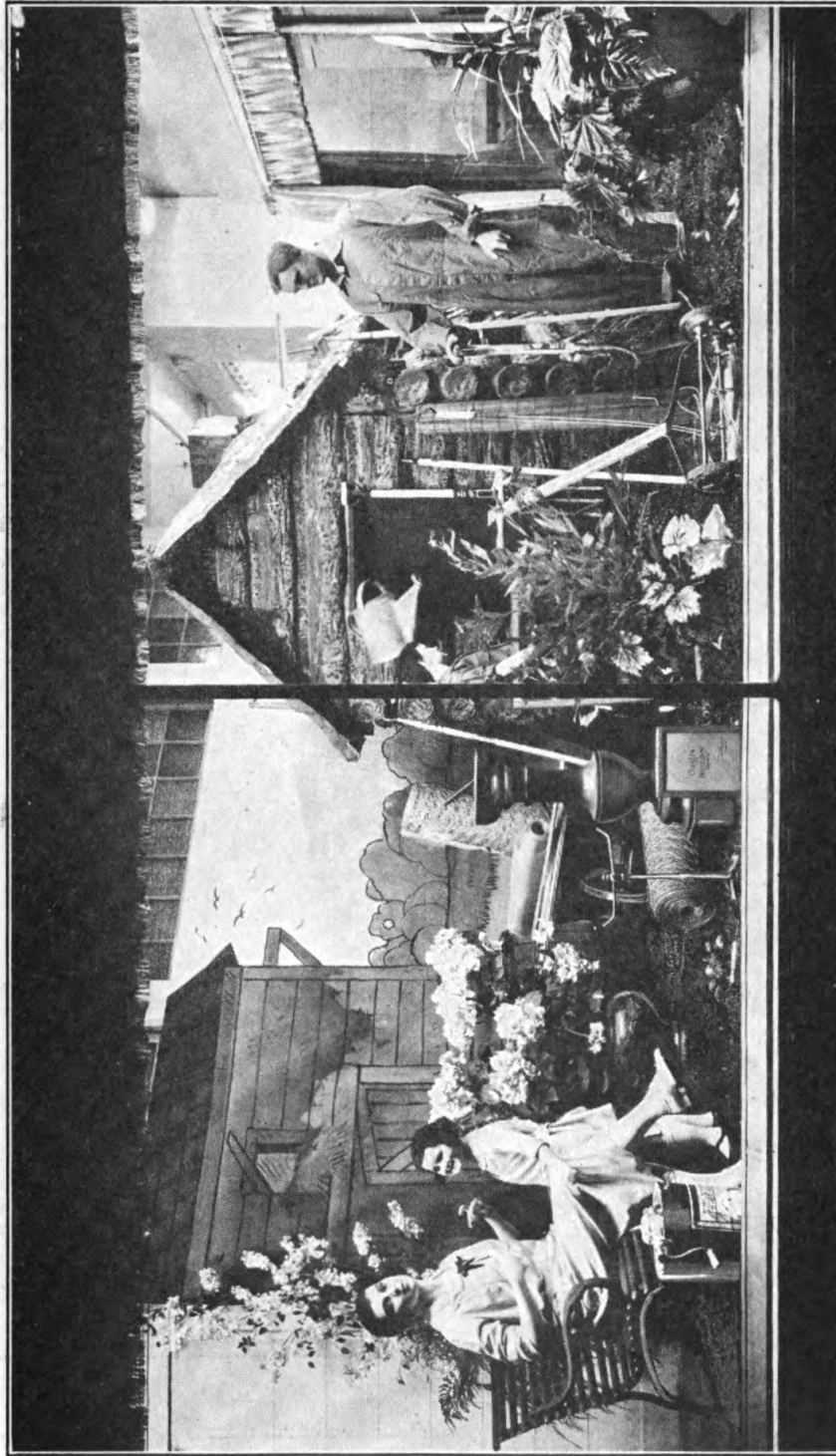
A brushing lacquer display showing some of the articles about the home on which it can be used

THE MODERN HARDWARE STORE



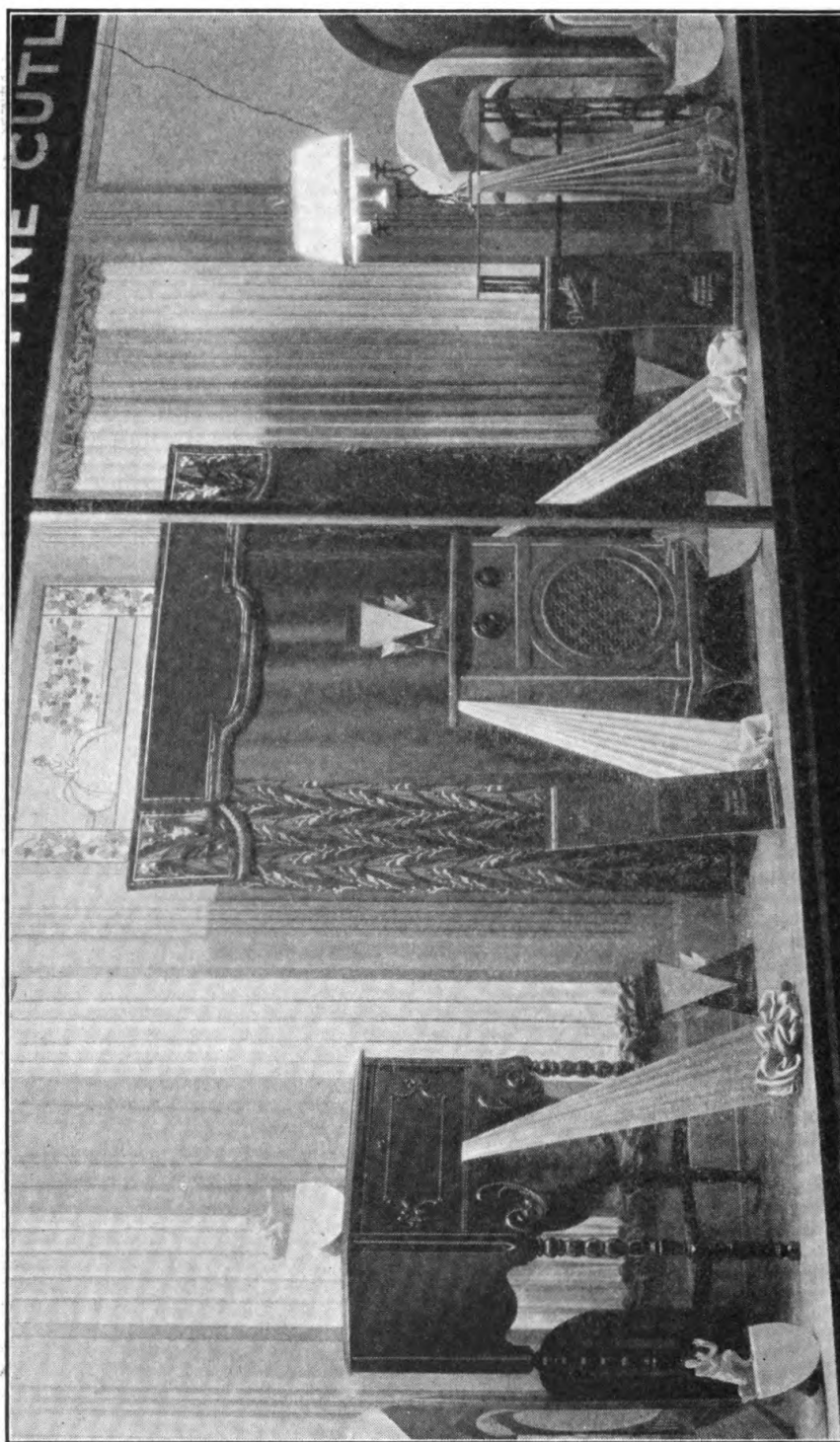
Only a small amount of merchandise is used in this effective window

WINDOW TRIMS



Wax figures borrowed from the department store add reality to this garden and bungalow display

THE MODERN HARDWARE STORE



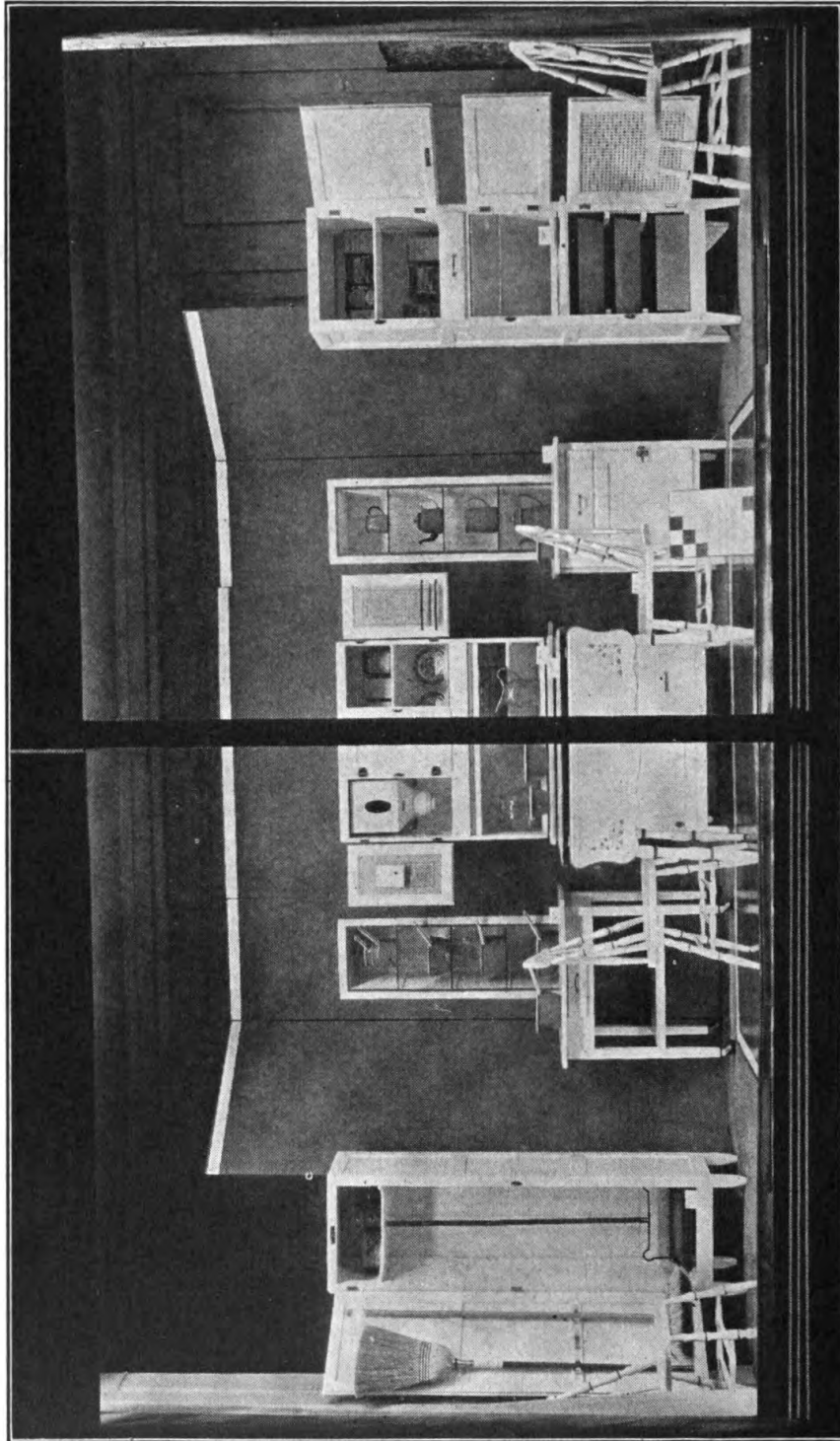
Dashes of color help give this radio window charm

WINDOW TRIMS



An electrical window with plenty of color and light

THE MODERN HARDWARE STORE



Everything in this window is displayed in the natural kitchen setting

WINDOW TRIMS

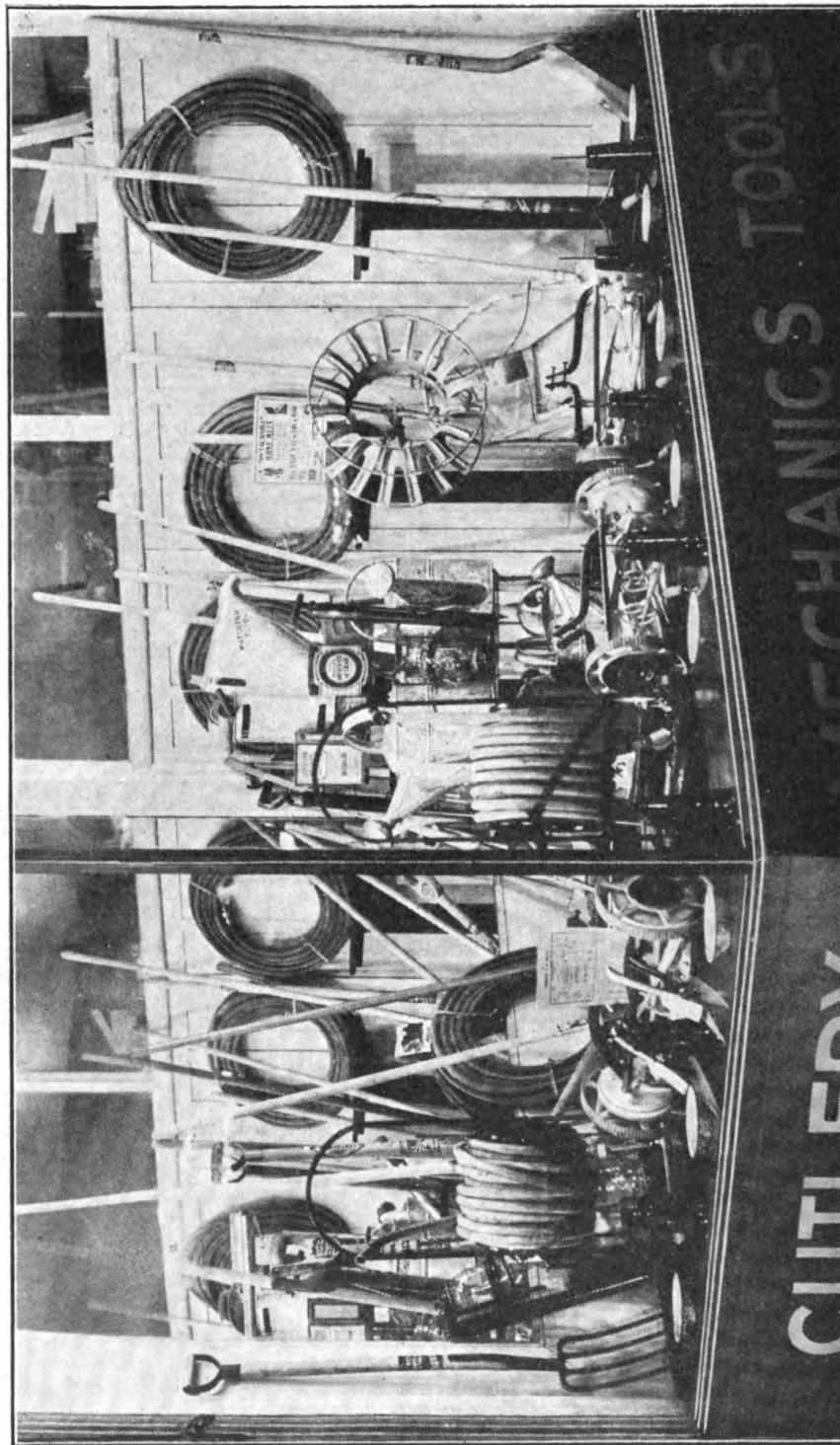


The Ernst Hardware Company of Seattle, Washington, lets the people know it is also a paint store



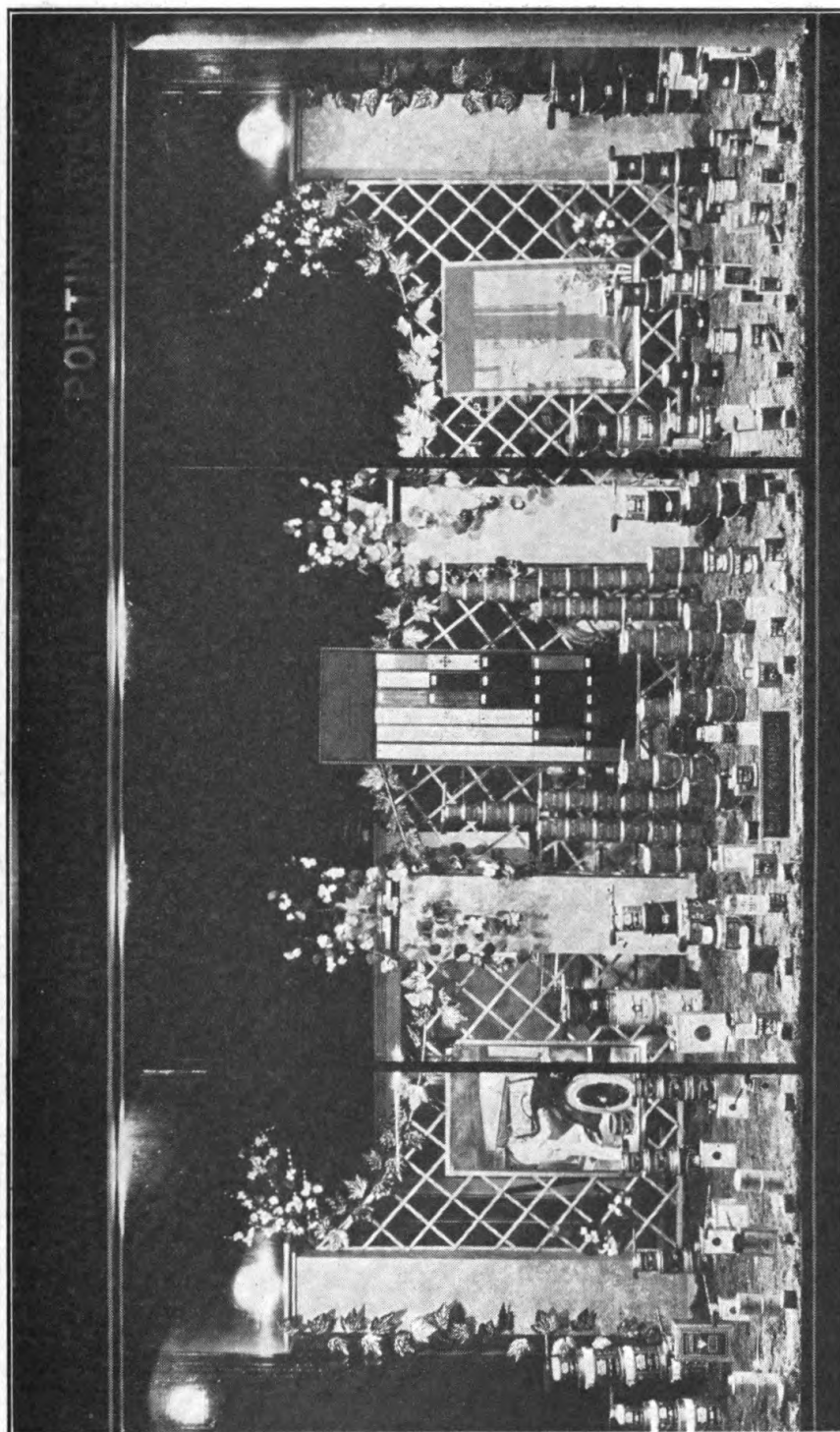
Spooks and cats sprinkled among hardware for a Hallowe'en display of The Gramp Hardware Company, Elizabeth, New Jersey

THE MODERN HARDWARE STORE



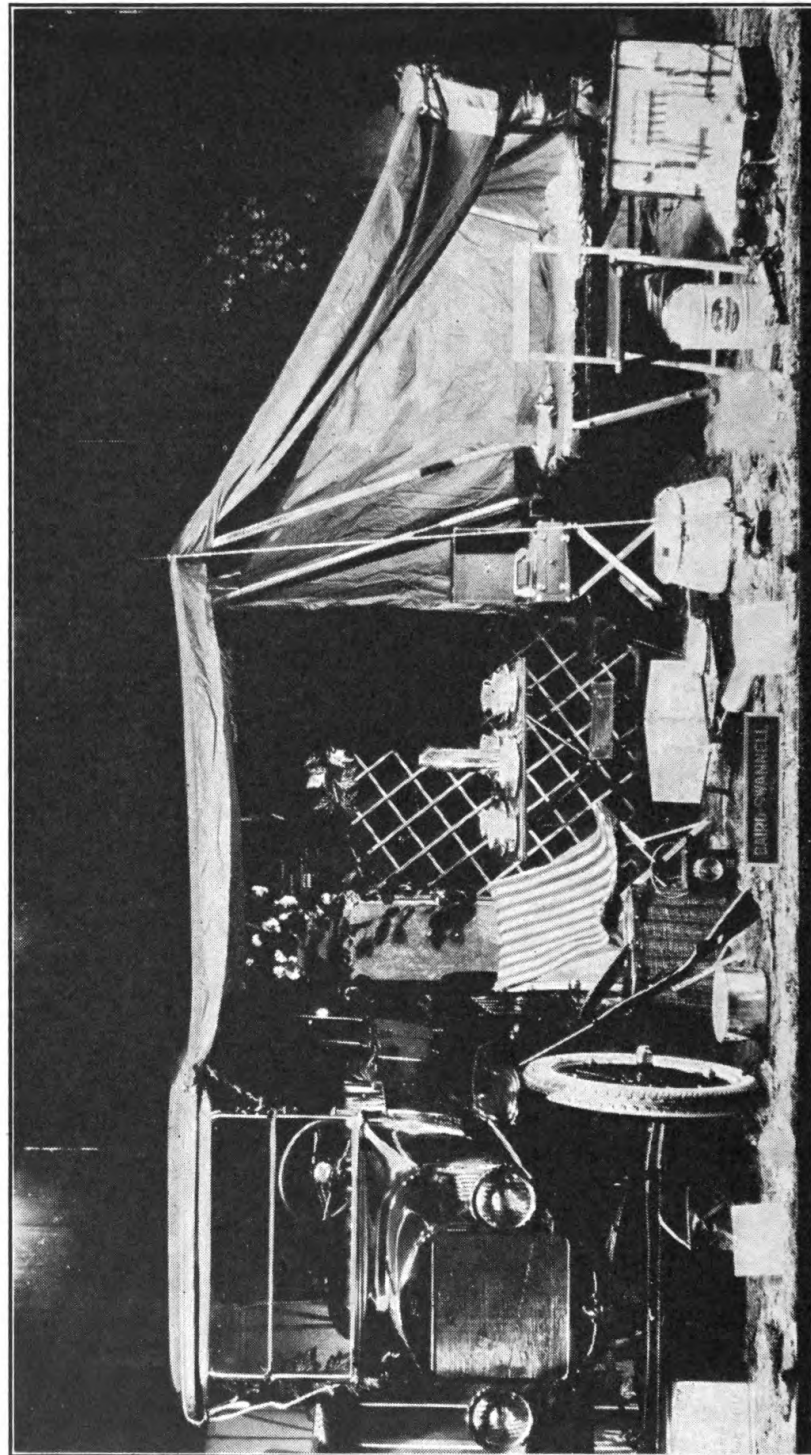
By the use of tall pedestals at the rear this display is given height—often necessary in small windows

WINDOW TRIMS



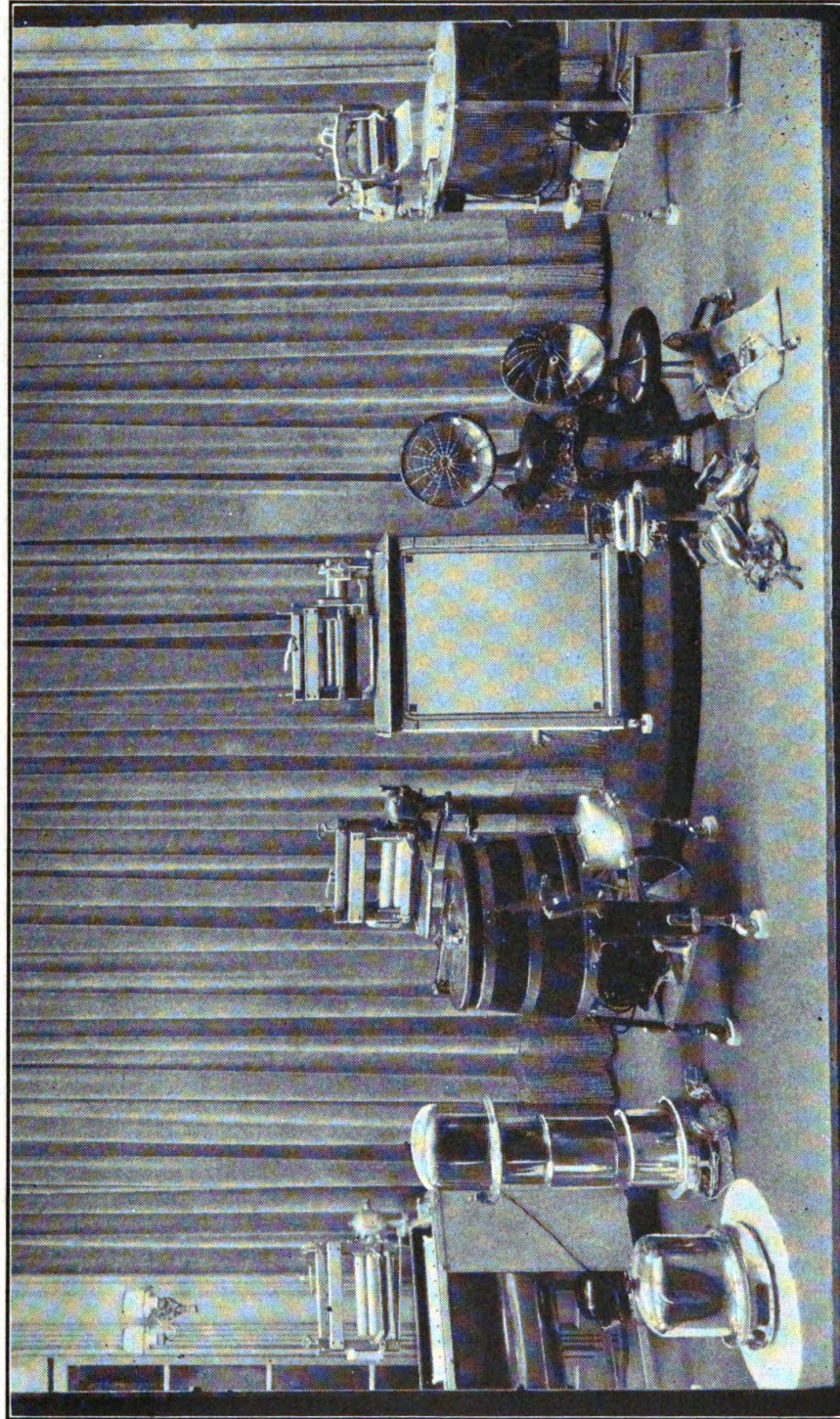
The lattice work and artificial flowers help give this paint window life and color

THE MODERN HARDWARE STORE



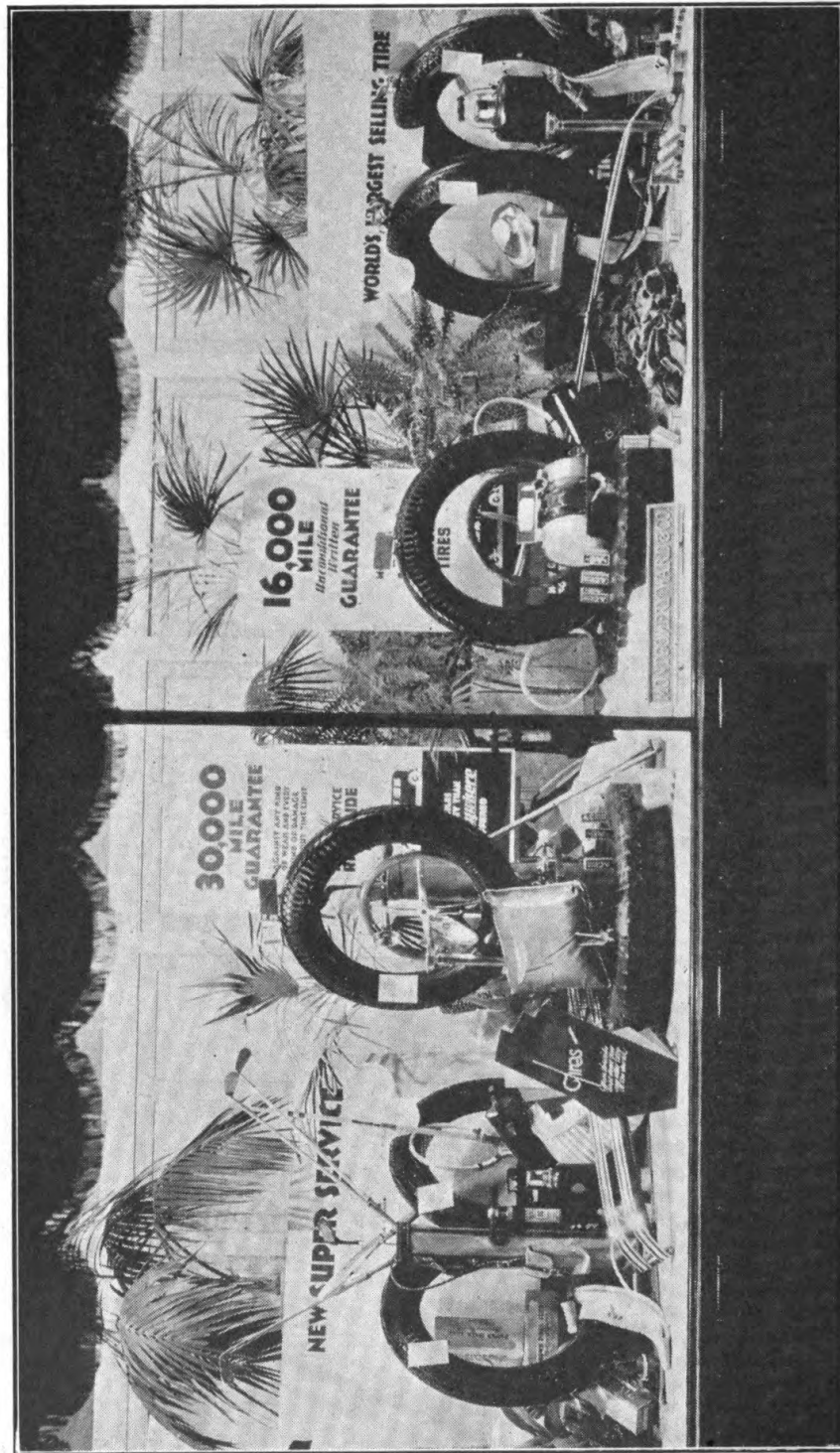
An actual automobile adds a touch of reality to this camping window by Baird-Swannell, Inc., Kankakee, Illinois

WINDOW TRIMS



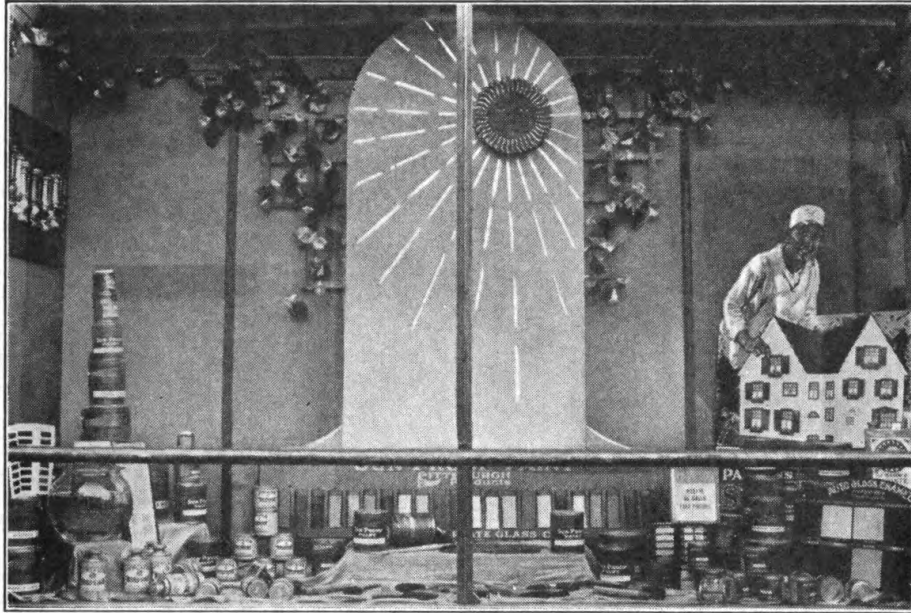
The heavy drapes at the rear make a pleasing setting for electrical home equipment

THE MODERN HARDWARE STORE

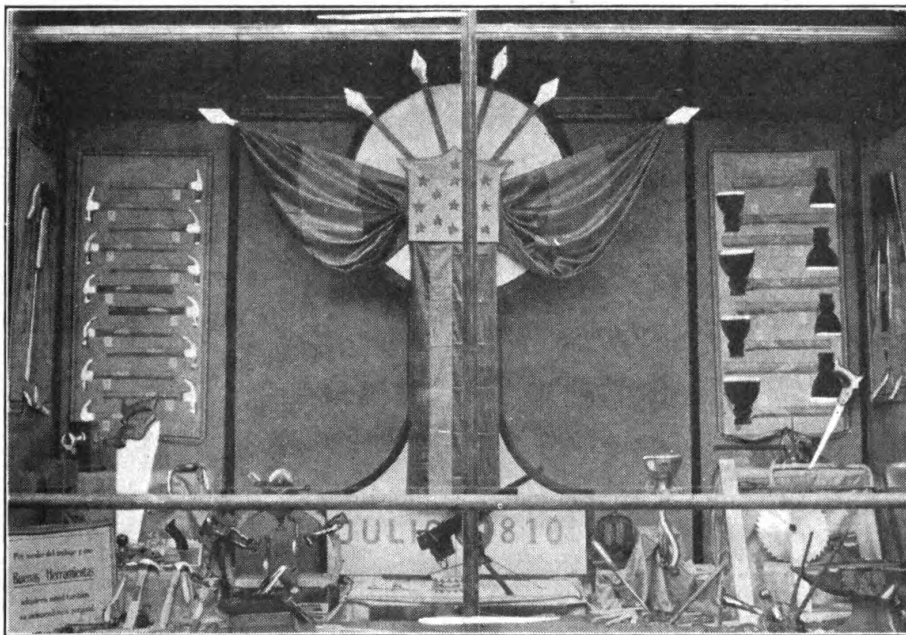


Montgomery Ward & Company, Inc., believe in plenty of talking signs in their windows

WINDOW TRIMS

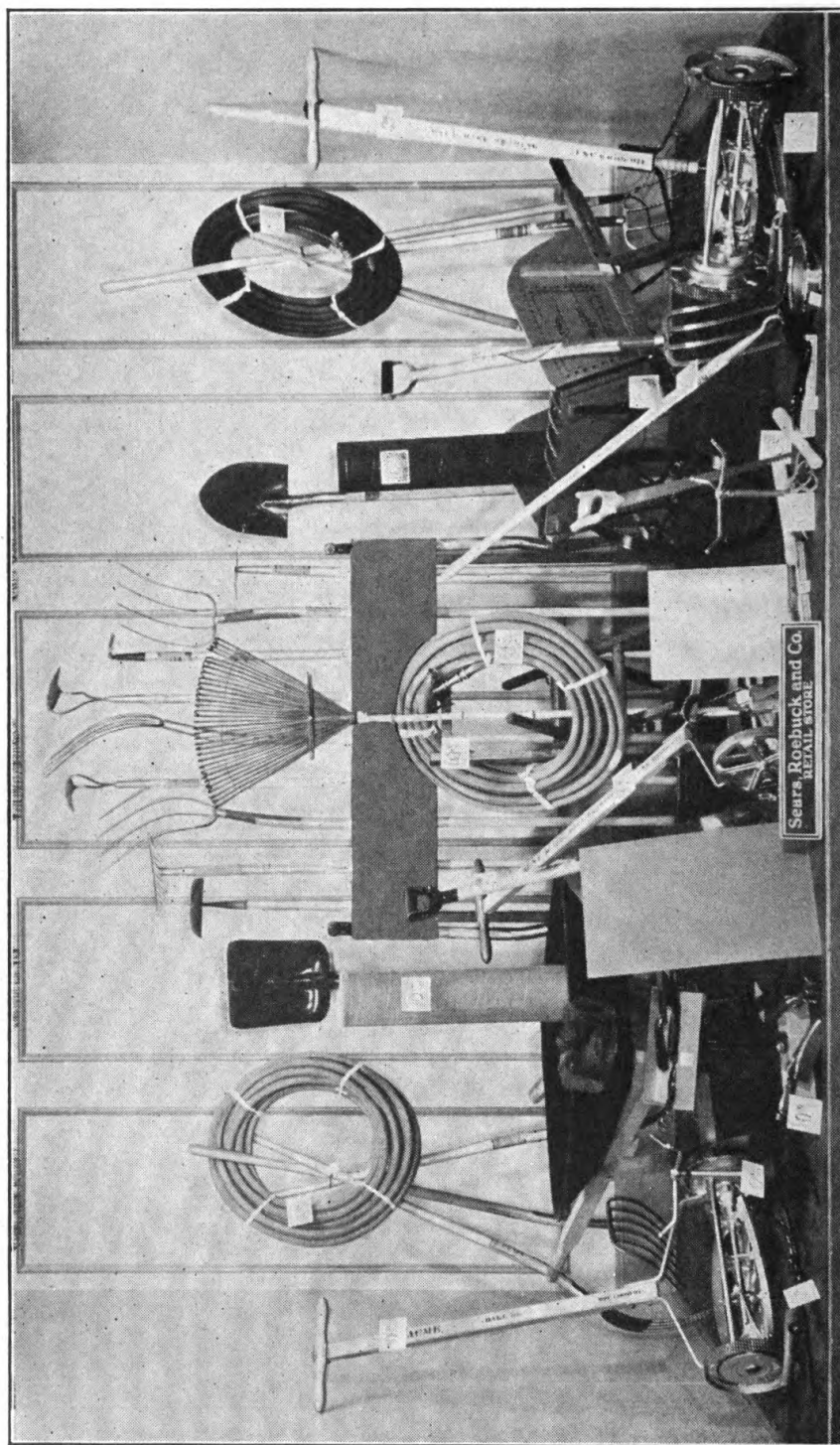


They like bright colors in South America. Rodolfo de Roux, Terreteria Central, Cali, Colombia



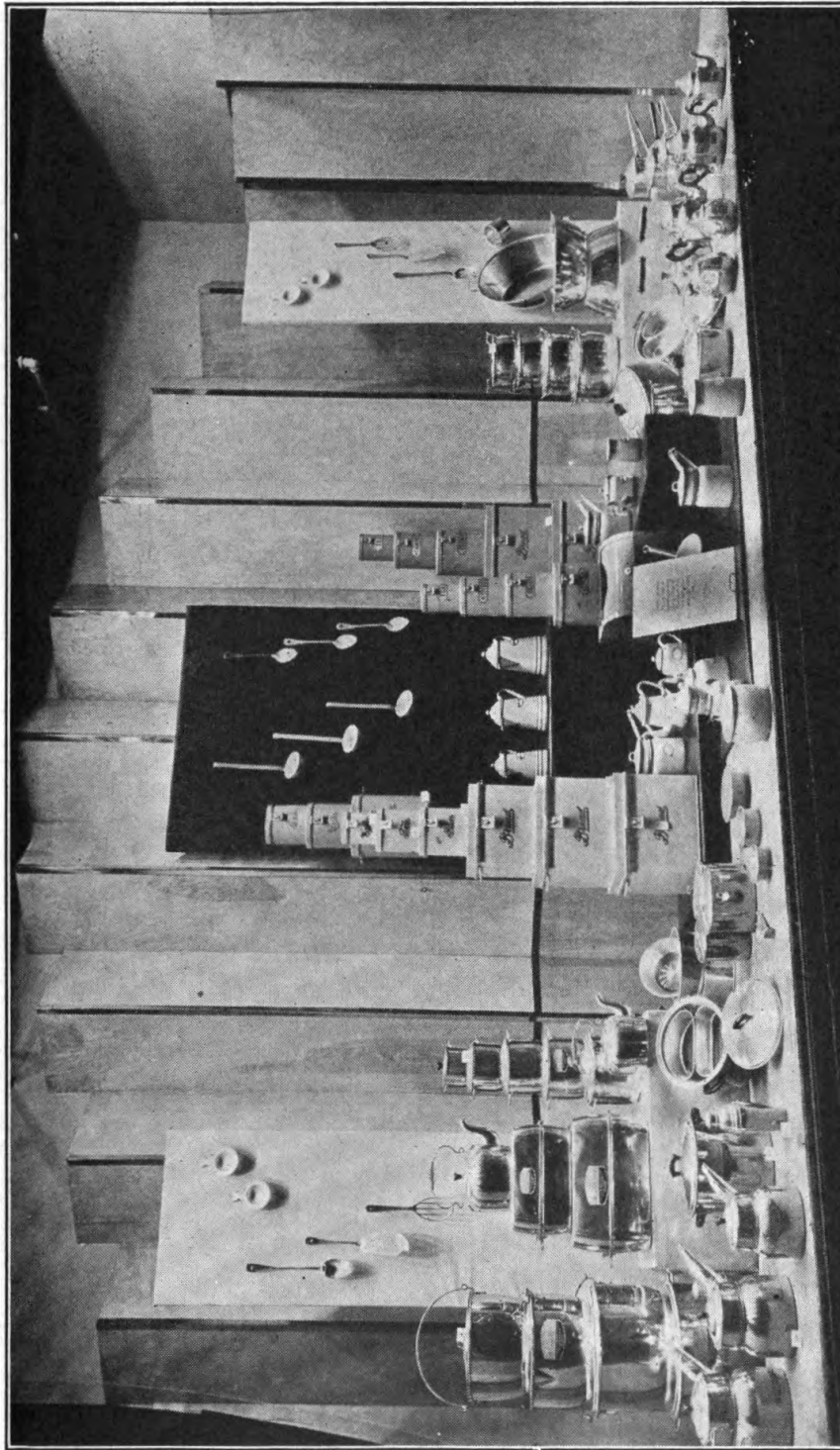
Another South American window. This one combines a display of tools with a patriotic appeal

THE MODERN HARDWARE STORE



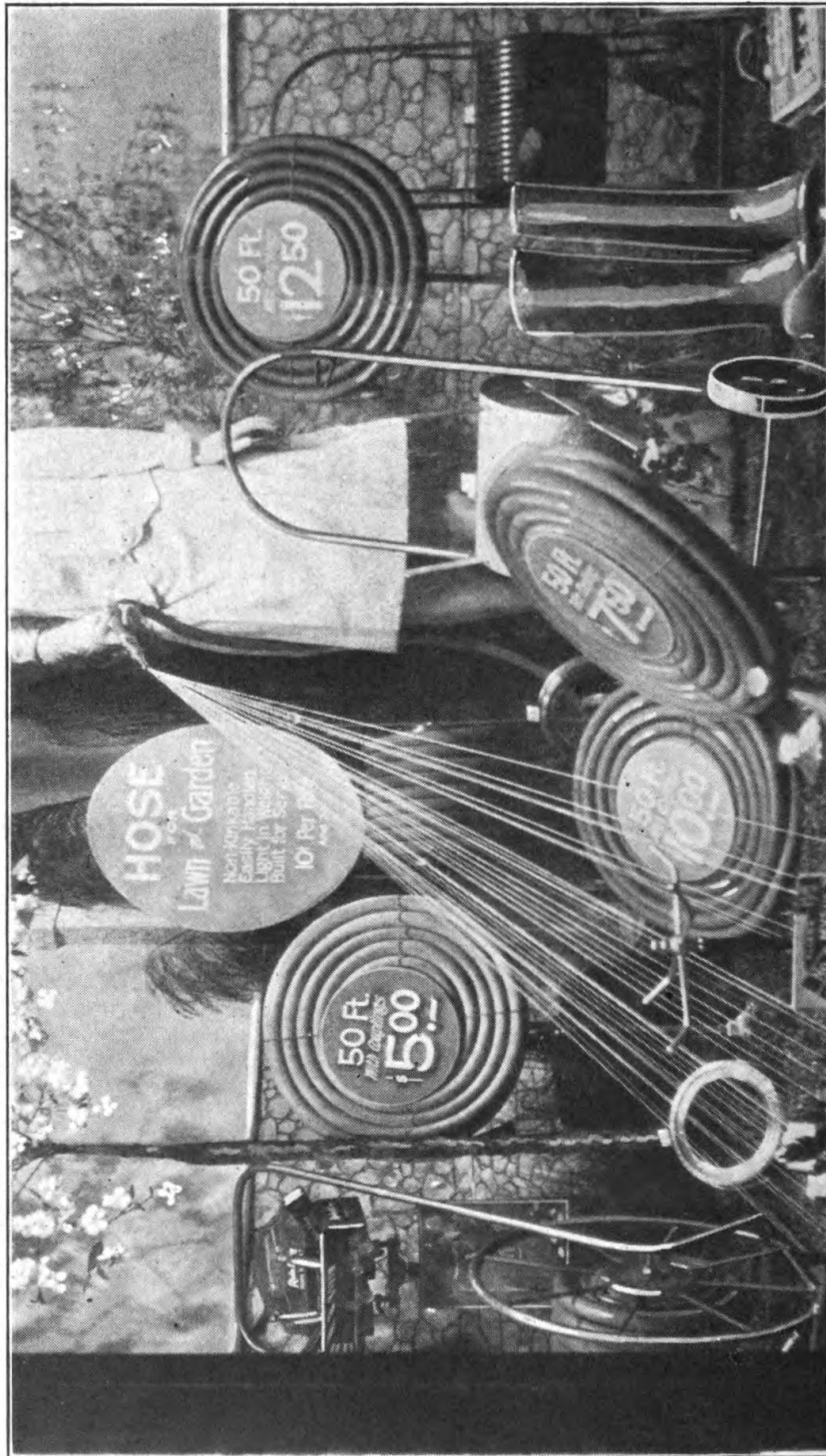
Every item is price marked in Sears, Roebuck & Company's windows

WINDOW TRIMS



Note what a small amount of merchandise is used in this large window

THE MODERN HARDWARE STORE

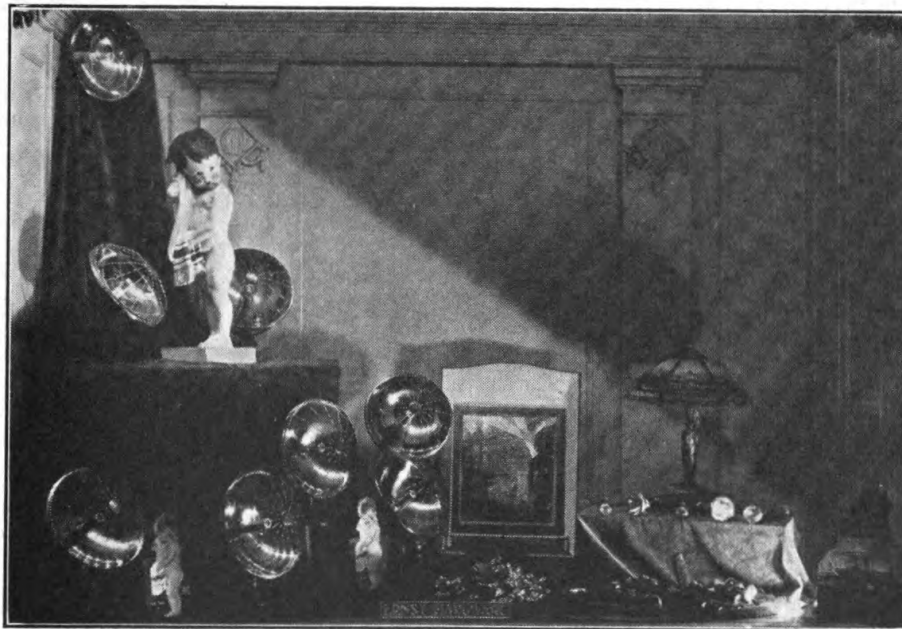


Silver cords suggest a spray of water in this lawn supply window of the Atlas Company, Cincinnati, Ohio

WINDOW TRIMS



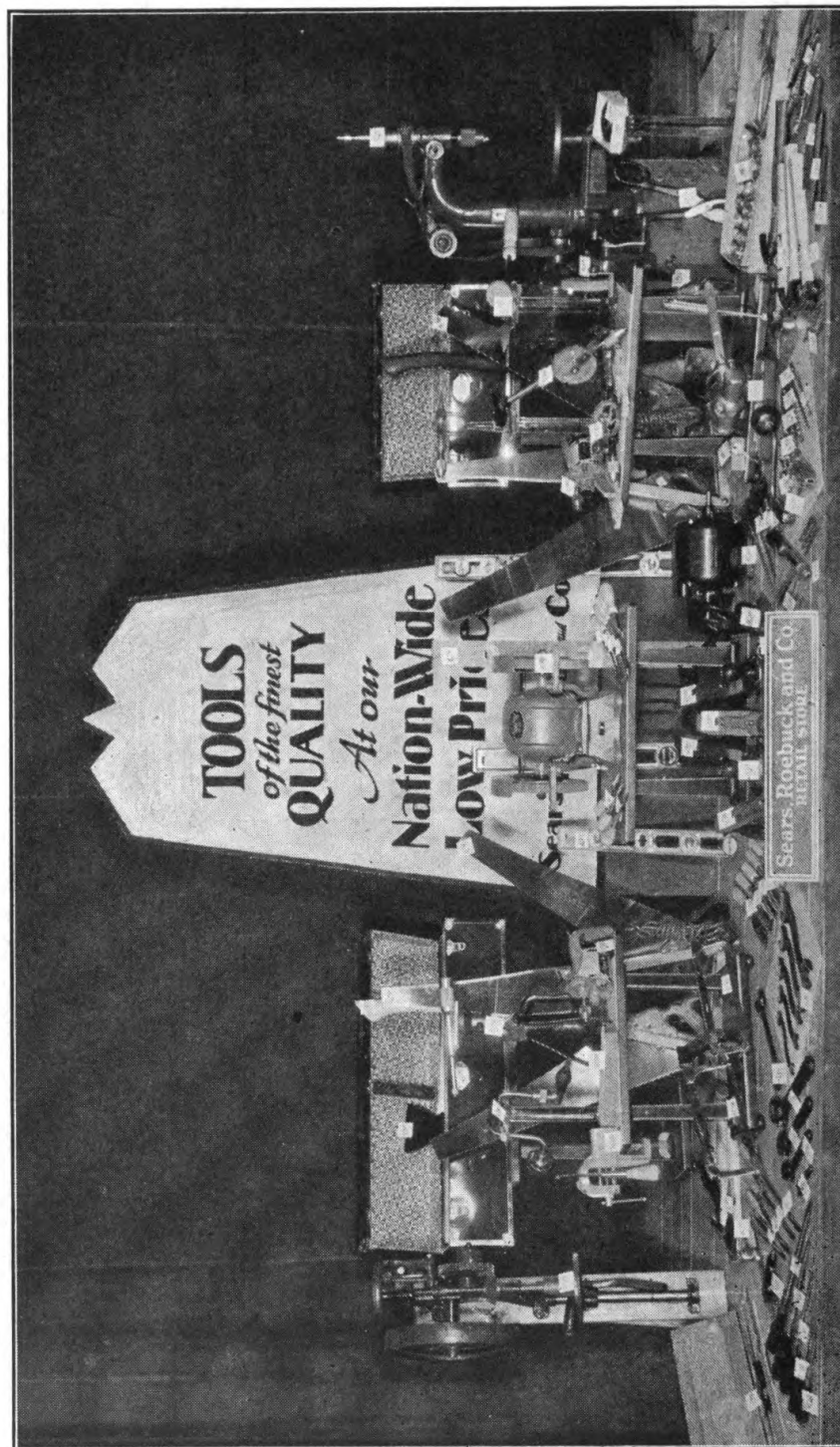
Here comes the bride. Stone and Thomas, Inc., Wheeling, West Virginia



A spotlight makes this window stand out

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The windows of Sears, Roebuck and Company, Inc., are well lighted at night and their signs are very readable

WINDOW TRIMS

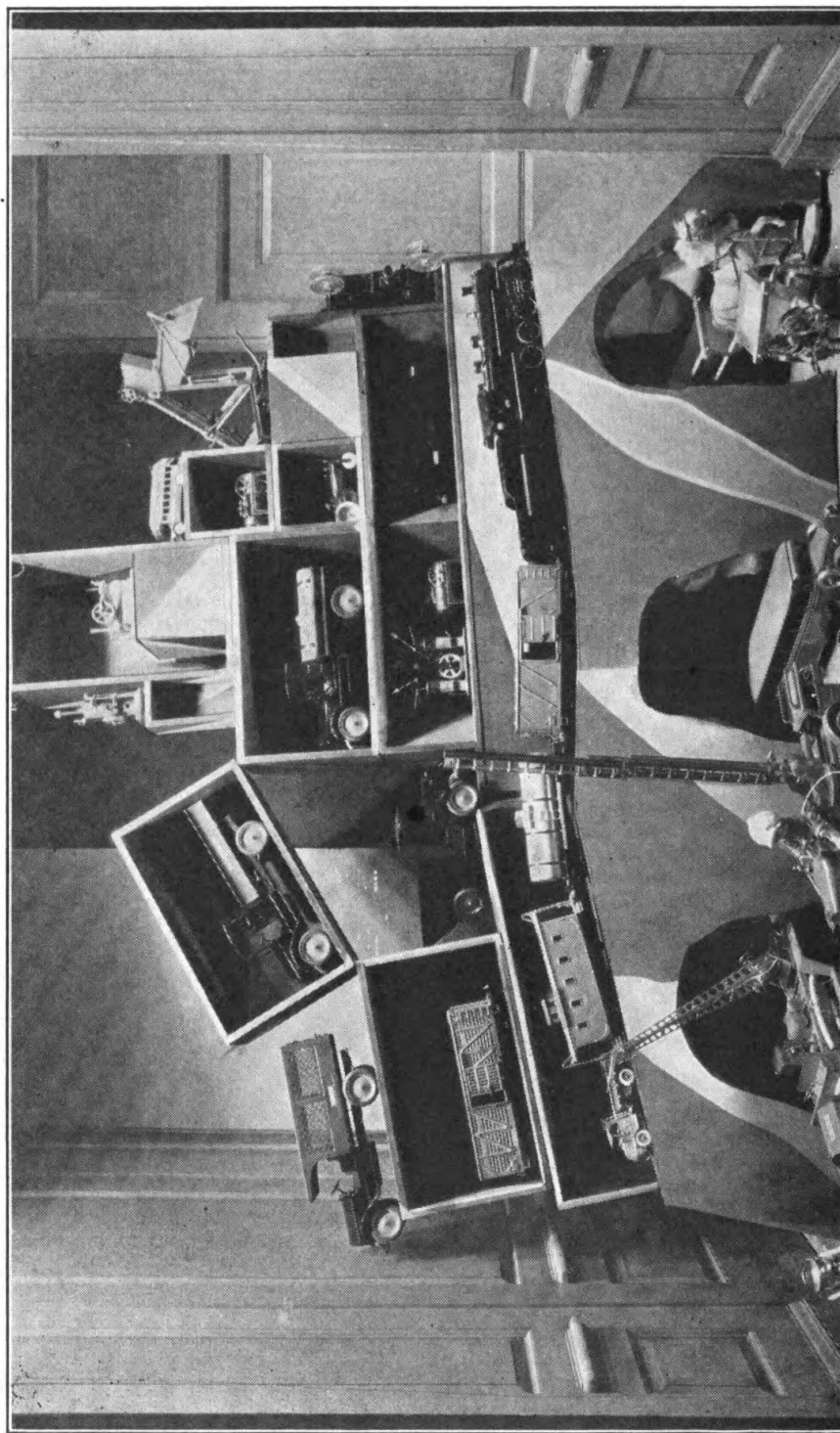


This window is full of "sales" atmosphere. By mass displays it gets over the effect of large stocks of merchandise at reasonable prices



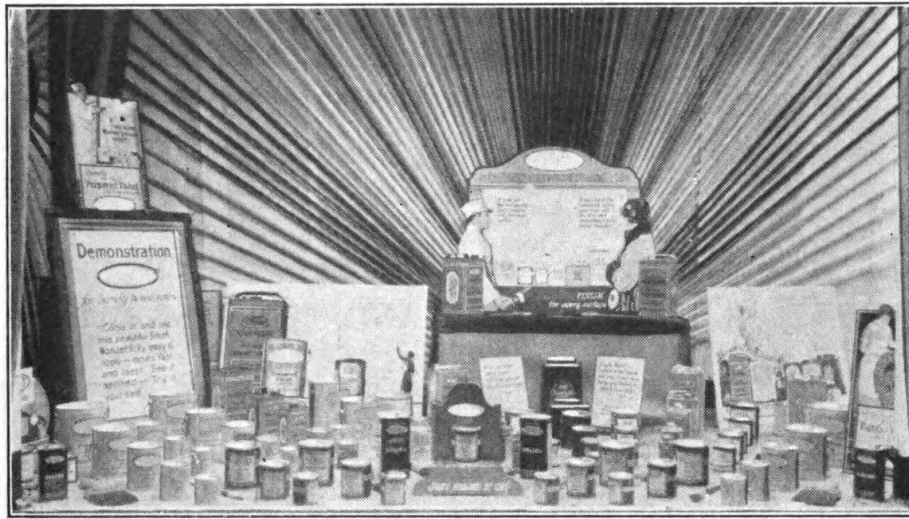
An unusual assortment of hot weather needs by The Pickering Hardware Company, Cincinnati, Ohio

THE MODERN HARDWARE STORE



The insides of these compartments were painted black and the borders white with floodlights playing on the toys

WINDOW TRIMS



The background of this paint and varnish window represents the colors of the rainbow

XXI

FREQUENT QUESTIONS AND THEIR ANSWERS

IN the modernization of a hardware store many questions come up from time to time.

The following are the ones most frequently asked.

The answers to these questions naturally vary with local conditions. In answering them it was assumed that the question covered a typical situation or store.

Will the open display, island type of hardware store increase sales over the old-fashioned store?

In the great majority of cases when a merchant changes his store from the old-fashioned, counter, show case type to the island, open display type, sales immediately increase from 10% to 40%. The average is in the neighborhood of 20% to 25% increase.

The increase generally comes in the more profitable items, that is, merchandise displayed on the tables.

Will a store arranged along the modern lines reduce the overhead?

The overhead in any store is a variable, depending upon many factors. When a typical store is converted from an old-fashioned to a modern, open display store the percentage of selling expense to sales is in the majority of cases lowered.

Sales are generally increased without an increase in selling expense. In other words the sales per employee are increased and that means a smaller percentage of expense to sales.

QUESTIONS AND ANSWERS

If a firm is successful with an old-fashioned store, making money, should it change to the modern type?

It is idle to quarrel with success, yet business conditions are changing so rapidly that frequently a merchant who is successful today may not be tomorrow. It is better policy to keep a store up-to-date, in step with modern conditions, than to limp along with antiquated methods and equipment, even though they are still successful. Sooner or later there will be a reckoning, and if the modernization is put off too long it may be too late.

Is the island arrangement satisfactory for other stores or departments such as grocery, notions, dry goods, etc.?

The island arrangement is being used in stores of all kinds. Grocery, notions, dry goods, and many other stores have found it successful. The hardware store, with other departments, can as a rule carry out the island principle throughout.

Can the island principle of store arrangement be used in the narrow store?

The island principle can be used in stores as narrow as 14 feet. In extreme cases it has been used in stores as narrow as 11 feet. In the very narrow store, of course, the island consists of nothing more than display tables set end to end, or used singly.

Is it necessary to arrange tables and other units into islands?

Tables and the other floor units should wherever possible be grouped in fours and sixes. Many hardware stores make the serious mistake of installing display tables and then using each table as a single unit. Such an arrangement tends to give a store a cluttered up, puzzle-like appearance, that interferes greatly with store circulation. When tables and displays are condensed into islands of four or six units each the aisles for the customers become well defined lengthwise and crosswise, with the

THE MODERN HARDWARE STORE

result that customers circulate much more freely about the store and sales increase.

Furthermore, more tables can be gotten on a floor when grouped into islands, than if each stands singly.

Is it possible to over-equip a hardware store?

It is a very easy matter to over-equip a hardware store. A store should always be built around a business, and it should blend into the wants of the community. When a store has too much expensive looking equipment, too much plate glass, there is apt to be a bad effect upon the consumer. In rearranging a store, all of the emphasis should be put upon the merchandise and not upon equipment. The more inconspicuous the equipment is, the better.

Merchandise and not equipment should attract and hold the attention in the modern hardware store.

Where should the radiators be placed in the modern hardware store?

Radiators should be placed behind the windows and between the islands throughout the store. They should not be notched or cut into the wall equipment.

What color should the walls and ceilings be painted?

The walls and ceilings should be painted in a light shade. White is not practical for it soils too easily. Ivory, cream or buff is very satisfactory. The ceiling should always be of a lighter shade than the side walls. Greys should be avoided—for they are dead, depressing shades.

Should a store have mezzanine sales space?

A mezzanine should be included in a store plan only when the store is crowded for room and must have more selling space than that provided by the ground floor and basement. There are many objections to mezzanines and they should not be installed unless absolutely necessary.

QUESTIONS AND ANSWERS

Should cross aisles be wider than the aisles running lengthwise?

Cross aisles should, as a rule, be a foot wider than the aisles running lengthwise. People generally take to the open spaces in a store and by making the cross aisles wider, you will get more complete store circulation.

If we have a number of good, old-style show cases, should they be retained when we adopt a modern plan?

In the modern hardware store you will need only a few show cases for such goods as deteriorate rapidly or that must be protected from theft. Most old style stores have more show cases than they need. If too many are used in an island arrangement, they tend to give a dead effect and the show cases interfere with the sale of merchandise rather than help it. It is better, then, to discard unnecessary show cases rather than try to arrange a plan that uses them. Where there is a choice, a display table is always better than a show case.

Should the office be in the center of the floor?

The office, as a rule, should not be in the center of the floor but should be at the rear or well in the rear at one side. When the proprietor does selling or has contact with the customers it is not well to put the office too far back.

Should the office be placed on the mezzanine or the main floor in case there is a choice?

When the proprietor or manager does active selling on the floor, it is not practical to have the office located on the mezzanine or second floor. In the case of a large store, however, where the proprietor does very little floor selling, it is very practical and sometimes desirable to have the office off the main floor.

In the case of a small store, the office should as a rule be located at the rear on the main floor.

When the office is located on the main floor how much elevation should it have?

THE MODERN HARDWARE STORE

The floor of the office should be from 18 to 20 inches higher than the main floor. This elevation will have a tendency to keep people out of the office, yet at the same time make it possible for the office occupants to deal satisfactorily with customers on the floor. If higher than 20 inches, the customer will have to step up into the office to transact his business, and that generally means wasted time and energy.

Should an office located on the main floor be shut off, that is with high glass partitions?

That is to some extent a matter of personal choice. There is no need for shutting off an office with high partitions. The high partitions often interfere with the appearance of a store. Even banks are today discarding high partitions in favor of waist high ones.

Should the average hardware store have a basement salesroom?

A hardware store should not have a basement salesroom unless it is large enough so that the basement sales will amount to \$10,000 a year or more. In the case of a small store, it is better to use the basement only as storage.

If there is no room on the main floor should the house furnishings department be located in the basement or on the second floor, in case there is a choice?

The basement generally makes a better salesroom than the second floor, other things being equal. It is much easier to get people to step down than up and a store generally finds it easier to get women into the basement than up on the second floor.

How can we get people into the basement salesroom?

There are many things you can do to get people into a basement salesroom. First of all, the stairs should be located in the center front part of the store and should be in plain view. It should be a wide, easy-tread, inviting stairs.

QUESTIONS AND ANSWERS

Merchandise in the basement should be so arranged that it can be seen from the ground floor. The basement should be kept lighted at all times for that helps to make it look inviting. There should always be at least one salesperson in the basement.

In case of a choice should bulky items such as stoves and refrigerators be displayed in the center of the floor, or on the side wall space?

Whenever possible, large bulky items should be displayed on the side wall space so as not to interfere with the clear view across the floor. When displayed in the center of the floor, they tend to give the store a crowded and cluttered up appearance.

How high should shelving or wall cases be?

Your customers and salespeople should be able to reach the top shelf without the use of a step ladder. That means the shelf should not be more than about six feet from the floor. Including the overhang, then, shelving and cabinets should not be more than from seven feet to seven feet six inches high.

Should shelving ever run to the ceiling?

There is hardly a condition under which shelving should run to the ceiling. If a store is properly laid out there is generally ample storage space without the high shelves. High shelving is inefficient, makes for lost motion and a general untidy and unattractive appearance. In an extreme case in a high-rent district, high shelving may be justified. In that event it is well to panel up the shelving above the wall cabinets and display panels.

Should the arrangement be so planned that posts come in the island?

When convenient, it is well to plan the arrangement so that posts come into the island. Frequently it is necessary to notch a display table or other equipment to accommodate posts.

THE MODERN HARDWARE STORE

Never, however, should a good store plan be sacrificed for the sake of accommodating posts. It is better to lay out the right kind of plan and then let posts come where they will, even in the aisles. It is sometimes best to disregard posts almost entirely and let them come where they happen to.

When posts fall into the aisles, how can we make them inconspicuous?

By covering posts with mirrors for three feet at the eye level they will hardly be noticed. Furthermore, mirrors will tend to make your store actually look larger.

Can we make display tables out of our counters?

Now and then counters are of such size and construction that they can be converted into display tables. Frequently, however, they are not adapted to that purpose and it is better to discard them entirely and install modern tables.

Can we make our own tables?

With the assistance of a carpenter it is possible to make your own tables. Experience, however, indicates that it is frequently poor economy. So many times home-made tables do not have that finished effect that is so desirable in a modern hardware store.

Why not use tin pans for compartments on display tables?

Except in the case of very small items such as screws and screw hooks where the pans can be kept small and not over one inch deep, pans have not been found satisfactory for compartments. They hide merchandise and tend to give a dead, monotonous effect to a table display that greatly interferes with sales.

Should dividers on table displays ever be made of wood?

Wooden dividers have been found very unsatisfactory. They interfere with sight and tend to hide mer-

QUESTIONS AND ANSWERS

chandise. It is much better to use glass for dividers.

Is it advisable to have an extra shelf on top of a display table so as to make extra display space?

It is never advisable to place an extra shelf or stand on a display table. That brings merchandise to a height that interferes with the appearance and effectiveness of the store arrangement.

What should be the finish of the woodwork in the modern hardware store?

The finish of the woodwork is a matter of personal choice. It is very difficult, however, to improve on natural or light oak effects.

How high should displays in the center of the floor be?

Displays in the center of the floor should never be up to or above the eye level. Equipment, racks and cabinets on the floor should never be more than 40 or 42 inches high.

As soon as displays or equipment stand above the eye level the store is given a crowded, cluttered appearance. The percentage of theft also increases as high displays in the center of the floor are increased.

But how can we avoid obstructions if we handle stoves and refrigerators and similar merchandise?

Under certain conditions stoves and other bulky items must be displayed in the center of the floor. Such displays should not be too far forward. There is, however, a growing tendency to use wall space for displaying stoves, refrigerators and similar merchandise. Frequently, too, bulky items can be displayed at the rear of the store. It is very desirable not to have anything above the line of vision in the front half of the store.

Should goods be price-marked?

Every item offered for sale in the hardware store should be price-marked. Likewise, every item in a window display should be price-marked. Merchandise itself is attrac-

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tive and creates interest, yet the price mark supplies the urge that finally makes people buy.

What shall we put on top of the wall shelving or wall cases?

As a rule it is not advisable to put merchandise above the wall shelving and cases. Frequently, however, a store is so crowded for room that the space must be used for wheel goods, tool chests, or other light, bulky merchandise. The display value of that space, however, is very small.

Many merchants have found that it pays to put decorations such as palms, artificial flowers, and window boxes above the shelves. This gives the store a very pleasing atmosphere.

What color should the inside or background of open shelves be painted?

The inside and background of shelves should preferably be painted a light shade. White, ivory or cream is very satisfactory. Black is being used with fair results. Black sets off the merchandise in splendid fashion, yet it also absorbs light and tends to give a gloomy appearance to the store.

Is it advisable to set shelving out from the wall and carry a reserve stock at the rear of the shelving?

A store located in the high-rent district or one obliged to do a large volume of business in a comparatively small room frequently needs nearby space for surplus stock. Under those conditions, the side shelving may well set out from the wall and a surplus stock of the items offered for sale carried at the rear of the shelving.

If we display merchandise on open tables won't there be too much theft?

Theft is almost negligible in an open display store properly arranged. It is more imaginary than real. The added sales and profits more than offset losses from theft.

QUESTIONS AND ANSWERS

By keeping displays low, the store well lighted, and arranged so people can see in from the street, eliminating all dark, hidden corners, theft will be reduced to a minimum.

What color should the background, or inside of wall cabinets be painted?

The inside or background of wall cabinets should be in some light shade. White, ivory or cream is very satisfactory. Dark shades, and even black, make the merchandise stand out when there is sufficient light, yet they also tend to absorb the light and give a dead, gloomy atmosphere to the store. Dark shades should, therefore, be avoided.

Should panel displays be covered with glass?

When displays are covered with glass sales drop as much as 50% or 60%. Except, then, where there are climatic conditions that require it or merchandise that must be protected, glass should not be used over panel displays.

What color should the background of a panel board be?

That is to some extent a matter of opinion. Yet after a great deal of experimentation most authorities prefer an attractive light shade of green. Other colors have been used with success—particularly orange, but for all-around satisfaction green is hard to beat. Dark shades should be avoided, and the very light ones are hard to keep clean.

Is a step up from the sidewalk into the store objectionable?

A store should whenever possible be on the sidewalk level. It has been truly said that every step a store is removed from the sidewalk is one step nearer failure. When there is a small elevation of from four inches to eight inches, an incline is preferable to a step.

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What is best—a center, corner or side entrance?

A store should by all means have a center entrance if at all possible. Even when the building is located on a corner lot, a center entrance is as a rule preferable. The narrow store, too, should in case of a choice have a center entrance. The double-center semi-arcade entrance as explained in the chapter on store fronts is the most all-around satisfactory front for hardware stores.

Should windows have high backgrounds?

Whether the windows should have high backgrounds or not is a debatable question. A window completely shut off from the main store looks detached, static and dead. The attractiveness of the inside of the store is lost to the people on the street. High backgrounds however have the advantage of keeping the windows free from frost. Of course some background is necessary. A low background three or four feet above the floor of the window is, in the opinion of many, a happy solution. There is a growing tendency toward eliminating high backgrounds so people can see into the store.

Should the floor be covered?

Nothing adds more to the attractiveness of a store than a well covered floor. Floor covering is particularly attractive in the small store, and can well be used in the large store if the cost is not prohibitive.

Should departments in the modern hardware store be moved about from time to time?

It is well to move departments about when they can be conveniently moved. Variety stores have found that by moving departments about the store, sales of certain items can be increased as much as 15%.

Display tables should certainly be changed periodically. As soon as customers learn where every item is kept, the store circulation falls off and as a result sales fall off. Moving them about increases circulation and sales.

XXII

A COLLECTION OF IDEAS, KINKS AND SHORT CUTS

THE hardware business is done under a great many different conditions. Every store, every location has individual problems to work out.

In the following pages are a collection of ideas, kinks, stunts and short cuts that have been used throughout the country. While most of the ideas were worked out to meet local problems yet many may be of help to dealers with similar problems.

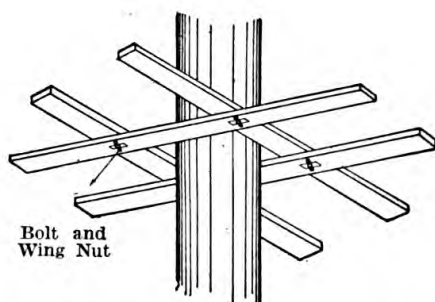
The accompanying ideas are not presented as the best solution for each problem. Each is offered simply as one solution, and under different conditions there may be a better solution. They represent, however, the thought of practical hardware dealers, and a perusal of them may suggest ideas of help and value. They are presented in that spirit.

Adjustable Lattice Frame for Posts

One good method of decorating square or round pillars in stores is to make a lattice frame as shown. Wooden lattice strips $1\frac{3}{8}$ " x $\frac{3}{8}$ " are used. These can usually be obtained very reasonably at any lumber yard. Cut the pieces about 4 feet long, four pieces to a post.

Measure the diameter of the posts and cut slots in the lattice strips the same distance apart as the diameter of the post.

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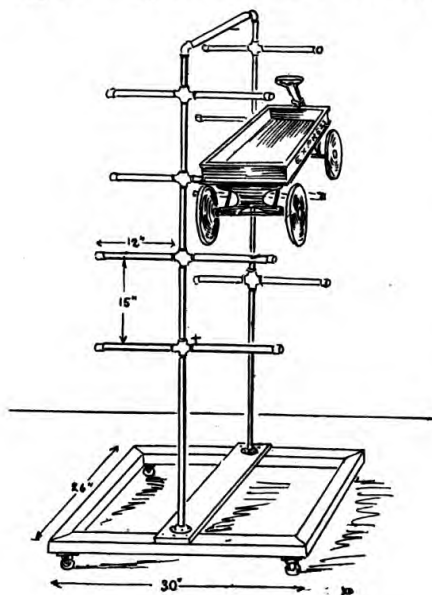


Stove bolts with wing nuts are used to clamp the pieces together. And by means of the slots the frame can be adjusted to fit tight round the post. A coat of green or red paint finishes the frame.

Garlands of laurel and evergreens or holly can be hung on the lattice at Christmas. At different seasons ivy or other decorations can be substituted.

A Display for Toy Wagons

This portable display rack for toy wagons will display eight wagons in the same space usually used for two.



It takes up little room and is an appealing display, showing all the various styles of wagons that the average hardware man carries in stock.

The pipe used may be either $\frac{1}{2}$ or $\frac{5}{8}$ inches, with a base made of 2x4 lumber.

A coat of enamel paint of a color to harmonize with other fixtures, or with the wagons, will add to the attractiveness.

Racks for Storing Nail Kegs

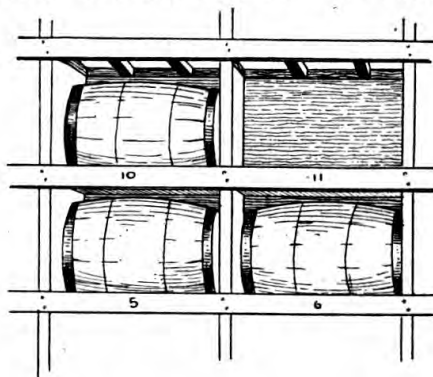
An Ohio hardware dealer recently adopted a new method for storing nails. This is a sectional rack into

IDEAS, KINKS AND SHORT CUTS

which the kegs can be rolled horizontally, and takes the place of the old method of setting them up in low tiers.

The nail rack is made of light pine lumber, the pieces for the most part running 4 by $\frac{3}{4}$ inches. The entire rack is 30 feet long and 6 feet deep and holds 288 kegs. The base boards upon which the kegs rest slant slightly toward the rear, thus forcing the kegs to roll back into position. A slightly elevated end board prevents the kegs from being rolled out unintentionally, while the side pieces keep them in a neat even row.

Every compartment is numbered in plain black letters to indicate the size of the nails stored there. In this way customers can be served without any groping about to find a particular size. Kegs can be rolled out and lifted down easily because of their handy horizontal position; and handling one keg does not disturb other stock.



A Special Table for Fishing Rods

A New York hardware dealer who recognizes the value of open-display and who has a large following among fishermen who do fly-casting in the streams of the Catskill Mountains, made a special open display table for fishing rods.

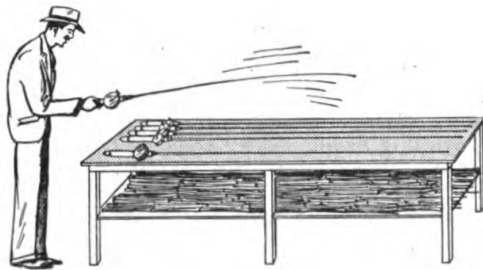
The top part of the table is covered with green felt. A variety of rods can be displayed on the table at all times. The table is built just the right height, so that customers can pick up the rods conveniently and can get the feel of the rods above the table without danger of interfering with others in the store.

The table should be located in the center of the store,

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with the handles of the rods facing the incoming customers.

Other fishing accessories can be displayed on nearby tables.



At off seasons the table can be used to display other merchandise. The section beneath can be used to stock lower grades of rods and bamboo fishing poles.

A Look into a Chinaware Stockroom



In the stockroom of one of the large Chicago hardware firms you will find glassware and chinaware stocked in the manner shown here.

The wall shelving is divided into sections, and the stock is protected from falling by a border of wire screening, edged with wood. Each section is marked with the lot number, the selling price, and the section number. This saves the time of the order filler in looking for merchandise.

A Garden Window Suggestion

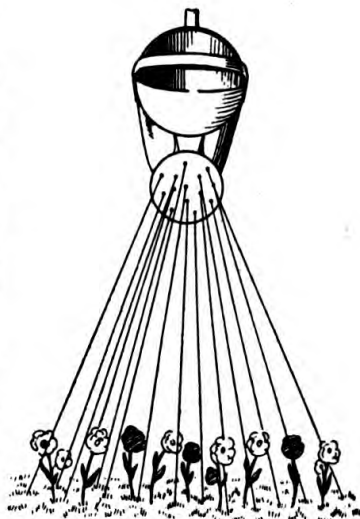
This sprinkler-can display was used in connection with

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a garden supplies window. Silver wires were pulled through the holes of the watering can which was suspended from the ceiling. The silver wires were then fastened on the other end to the artificial grass on the floor of the window. Small tacks secured the wires to the floor.

Various colored paper flowers were scattered in the artificial grass. The result gave the effect of water being sprinkled on the flowers.

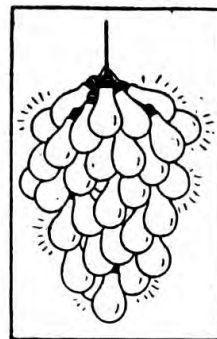


Decoration Made with Bulbs

A cluster of bulbs, hanging like a giant bunch of grapes in the center of an electric light display, gave a highly decorative touch to the window of a western hardware merchant.

Only two bulbs in the center of the cluster were attached to the socket and lit. These were amber colored, and the light from them was diffused through the other unlit bulbs, which were frosted. The outer unlit bulbs were tied to the electric wire by varying lengths of thin cord.

A good feature of this idea is that burnt-out bulbs can be used.



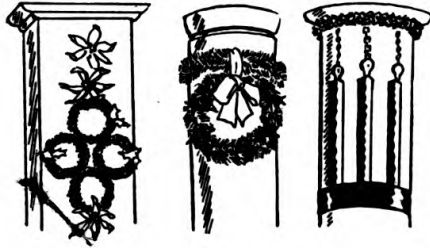
Holiday Post Decorations

One hardware store decorated its posts with poinsettias and small holly-trimmed red wreaths strung on wire.

Another store used an evergreen wreath circling the post, with a holly wreath suspended from this.

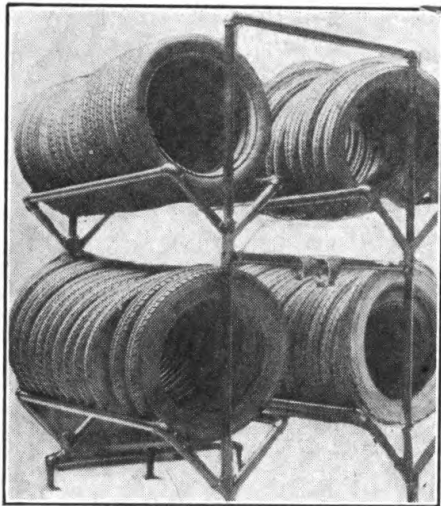
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An arrangement of red cardboard candles with amber lights, suspended from chains, brightened posts in a third store.



Garlands of evergreen looped from the top of a post also make a pleasing decoration.

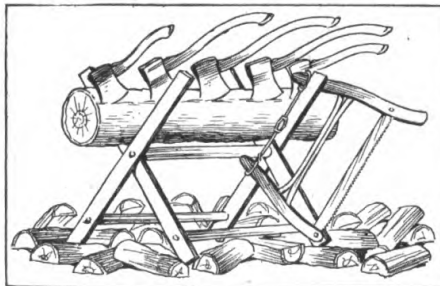
Keep Auto Tires in Shape



Automobile tires are standing in the correct position in the accompanying illustration. This is important and is the reason a hardware dealer made this sturdy pipe fixture. But another good point is that the customers can walk entirely around it and see all there is to see,—and in selling tires that's important, too.

Displaying Axes

This display was made of a chopping block, with a pile of split wood, a number of axes stuck about, a saw horse, and a buck saw. It would almost make the young sons of a family beg to cut wood after school.



Little original twists to a display attract a great deal of attention to windows.

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How to Stock Dry Paint

This illustrates a section of a paint department, showing a row of bins where dry material is kept. The principal feature of these bins is that they are filled from the



rear, that is, they are built against a partition and project into the back room. On the other side stocks of dry material are stored from which the bins are filled. Thus, it is an easy job to refill a bin at any time without making a muss inside the store.

A Sleigh-and-Reindeer Window

A clever display that caused many sales, and spread the idea of buying useful gifts, was one put in by a western hardware dealer. It showed old St. Nick in a sleigh driven by reindeer.

The sleigh was a real one, though a cardboard one could be made instead. Santa and his reindeer looked alive,

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but they had really been cut from a large display poster. A scrubby sage brush—a real one—was fastened in the sleigh. It was sprinkled with imitation snow, and piled

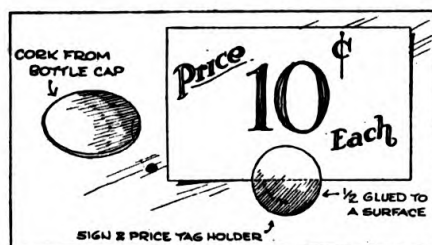


around it were such practical gifts as tool boxes, lamps, silverware and curlers in holiday dress.

The dealer claimed he realized \$500 more trade than usual in two days.

How to Attach Price Cards

Here is a handy way to attach price cards: Take the corks out of bottle caps and glue them on to trays, shelves, window glass or anything.



Glue only the lower half. The upper part presses against the surface just enough to hold the cards snugly, and the cards can be slipped in or out easily.

Window Shows How Paint Protects

A paint display that appealed to the reasoning powers of passersby was shown by an Illinois hardware dealer. He got the idea when he happened to see two tree surgeons patching up the decayed places in a tree where the bark had been destroyed and the wood beneath rotted out. The same idea, he felt, was applicable to houses and so he worked up a window that showed on one side a cross-section slice from a large tree.

The placard beside this read, "*The Bark is Nature's Way of Protecting the Wood in the Growing Tree. Take the Bark Off and the Wood Soon Rots.*" Facing this in the right side of the window was a section of a miniature

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house. This section showed the front door and part of the surrounding wood and a large display card next to it said, "*Paint Is Man's Way of Protecting the Wood in His House and Buildings. Neglect to Paint and the Wood Soon Begins to Rot.*"

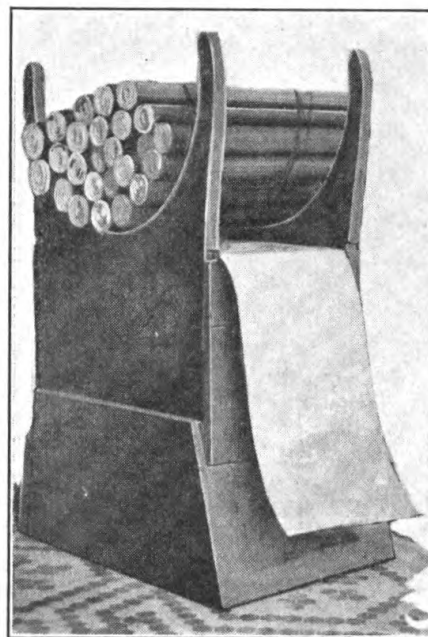


A Way to Wrap Wall Paper

An order for wall paper can be handled complete on the wrapping holder illustrated below.

The holder sides are spaced the right distance so the ends of the rolls extend only a trifle beyond the outside of the holder.

The wrapping paper is the same width as the space between the holders, and as the holders are made of thin boards there is only a small part of the wall paper left exposed after being wrapped. The rolls are placed in the holder as selected. There is no chance of the order getting mixed with other rolls.



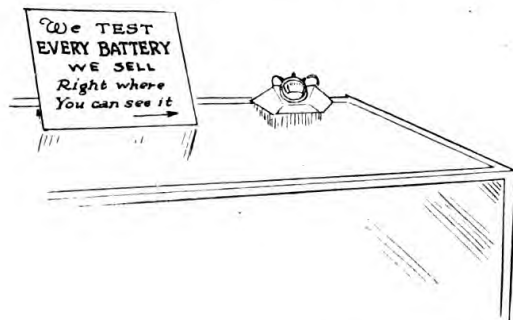
A Battery Tester

Mounted on the rear of a showcase in a hardware store,

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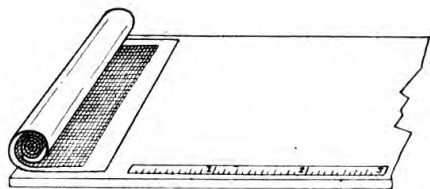
facing the customer, is a voltmeter for testing batteries.



It stands at an angle as shown in the sketch. This makes it so that both the salesman and the customer see the registration on the meter when batteries are tested.

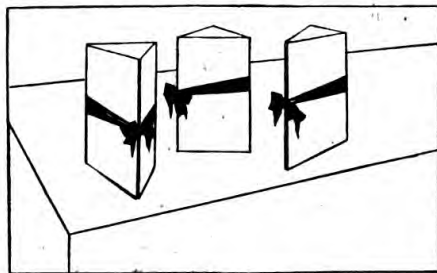
How to Unroll Screen

Take a piece of sheet metal and bend it into a curl so a roll of screen fits into it. Leave a small gap for the screen end to slip through and unwind from the roll. This is nailed to a counter and used for measuring and cutting screen.



A Seed Display Idea

A seed display is made by taking three pieces of glass, 6 by 12 inches, standing them upright and tying them together in triangular form with a ribbon. Several forms are placed about, and when filled with seed make an attractive display.



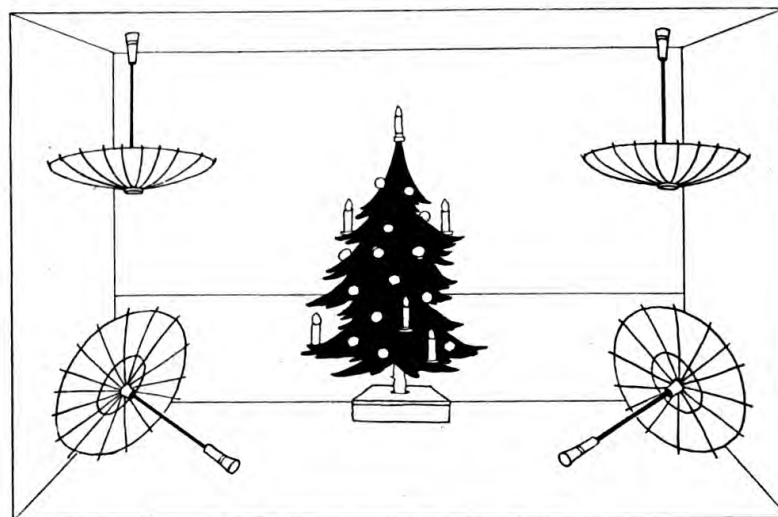
How to Make a Window Colorful

This is an outline or setting for a colorful Christmas window. It was used for a display of toys, but the effect would be equally attractive with other items.

The Japanese parasols have orange colored electric

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lamps back of them and hanging down into them. These lamps enliven the various colors of the parasols and fill the window with their glow. Colored electric lamps and candles on the tree add to the color. Several Japanese lanterns were also hanging about.

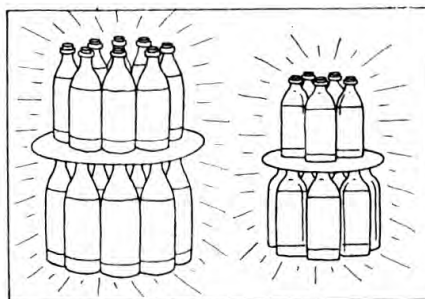


Large mirrors leaning against the wall, one on each side of the tree, and several colored panels or screens placed about added still more to this attractive and effective sales window.

An Attractive Showing of Oils

Displays of bottled goods such as floor oils and polishes can be made attractive with electric lights. It is simply a matter of standing the bottles around an electric light.

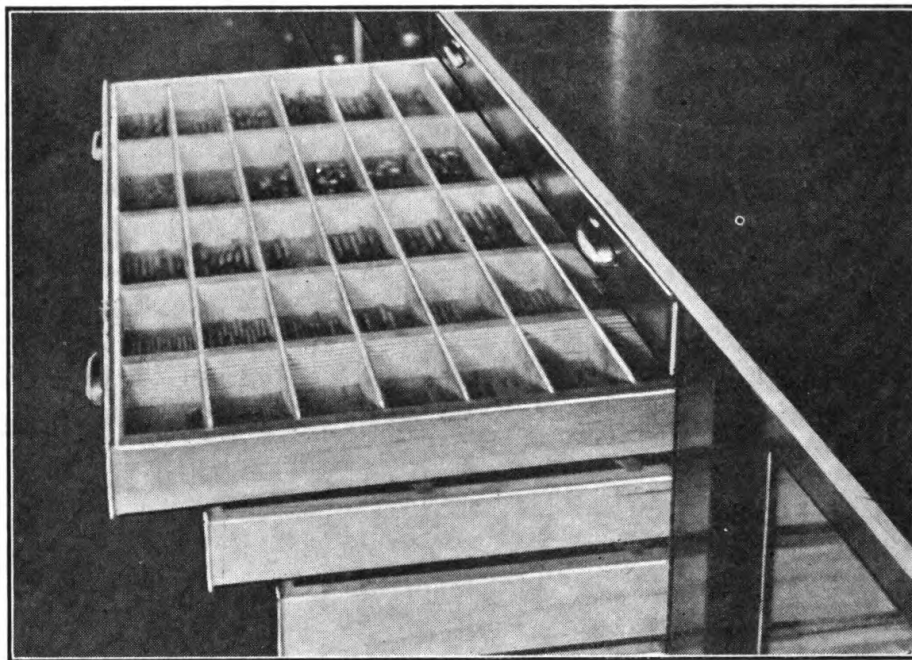
One hardware dealer often trims a window as shown, placing one tier over another to any height. This is neat and is beautified at night with nitrogen lamps that glow through.



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Special Drawers for Drills and Bits

The photograph below shows the method that a western hardware company uses for stocking drills, bits,



etc. It has found these drawers effective not only in enabling it to show the selection but also in getting a line on the stock when reordering.

And this neat arrangement, the firm feels, impresses customers.

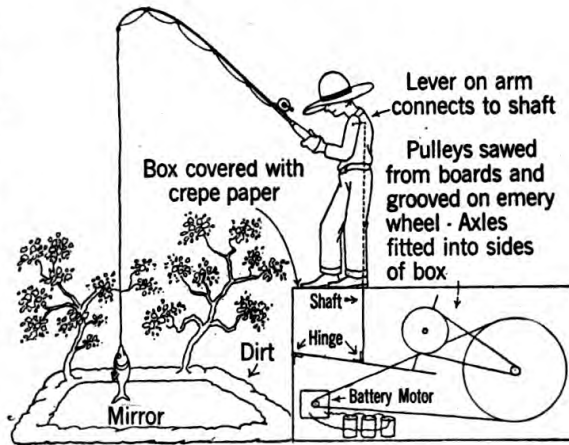
How to Catch Fishing Customers

This sketch explains a little jigger that will attract attention to fishing goods. The mechanism is under a shell box and runs by a battery motor. A mirror with a dirt bank resembles a pool and crepe paper turns the box into a cliff.

Then some green branches are placed about for trees. Two pegs on a wheel strike a board lever under the box and pull the wire lever in the arm to raise the pole.

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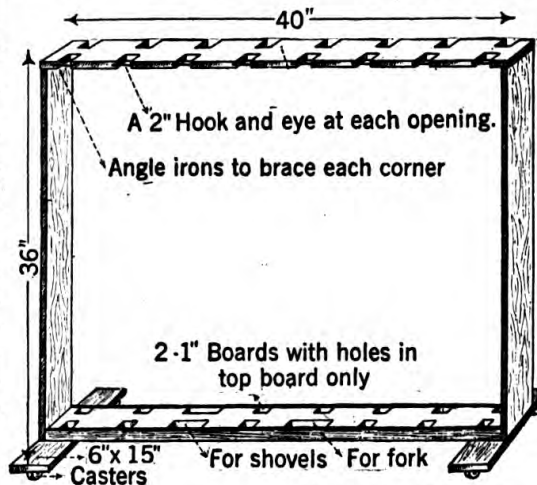
The man is cut from cardboard and stands about three feet high. One dealer used it as a counter display, and, although his stock of fishing goods was small, his sales were the largest in town.



A Display for Garden Tools

Here is an idea which solves one of the hardware man's greatest display worries—an inexpensive yet highly efficient garden tool display rack for the front part or exterior of the store.

The rack is 40" x 36" with room for 16 garden tools. The tools are all easily taken out, just by lifting the small hook which holds each one in place.



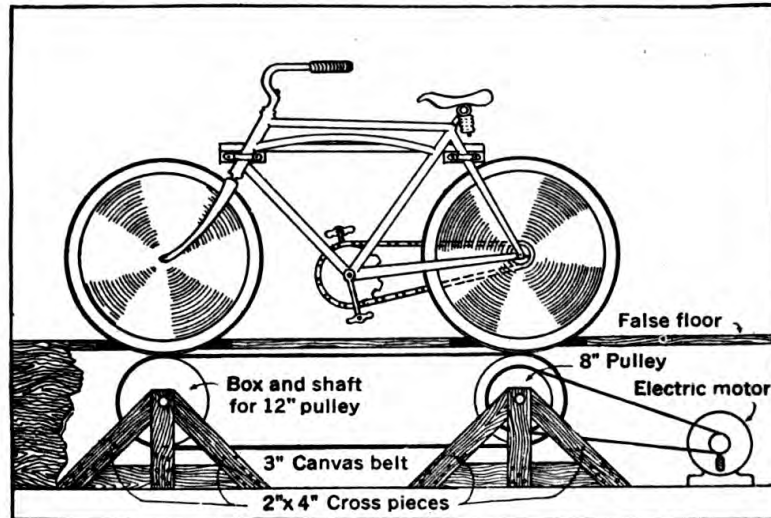
A Moving Bicycle Display

A bicycle display stand of unusual interest, that succeeded in attracting many bicycle buyers, was used by an eastern hardware dealer. As shown in the drawing, the arrangement is neither difficult nor costly.

Two wood pulleys, 12" in diameter, are mounted on

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shafts that are supported at each end by a trestle construction. Another pulley, 8" in diameter, is mounted on the rear shaft and belted to a $\frac{1}{8}$ h.p. electric motor.

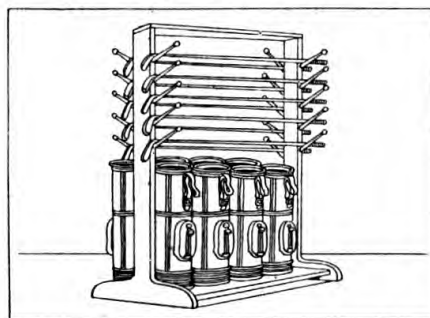


The shafts turn in bearings that are mounted in the supporting trestle. A collar with set screw is fixed to the shaft on the pulley side of each bearing.

The entire display mechanism is placed beneath a false floor of the display window. A three-inch slot is cut in the false floor for the bicycle wheels. The top of the belt is about an inch below the floor. The bicycle is braced so that it cannot move off the pulleys.

A Display for Golf Goods

This display will accommodate a variety of golf goods.



It has a board at the bottom wide enough for two rows of bags to stand on, and sufficient room on the long pegs to show every style of club. The display can be moved to any part of the store.

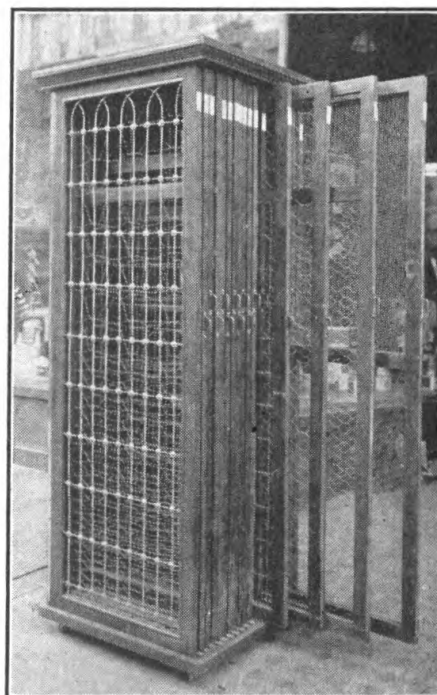
Making a Summer Leader of Fencing

All you have to do to show a prospect what kind of fencing you can supply is to pull out a few of these sliding, time-saver, panel fence samplers.

Notice the slats nailed on the frame, top and bottom. They form the grooves that act as guides.

Then there are narrow strips tacked on the ends of the panels. They are the tongues that slide in the grooves and hold the panels in place. The two outside panels don't slide, of course, because they are the sides of the frame, and rigid.

The dealer who uses this has his display out on the sidewalk so passersby can do their own sampling. This seems like a helpful way to boost your sales, especially during the Summer.



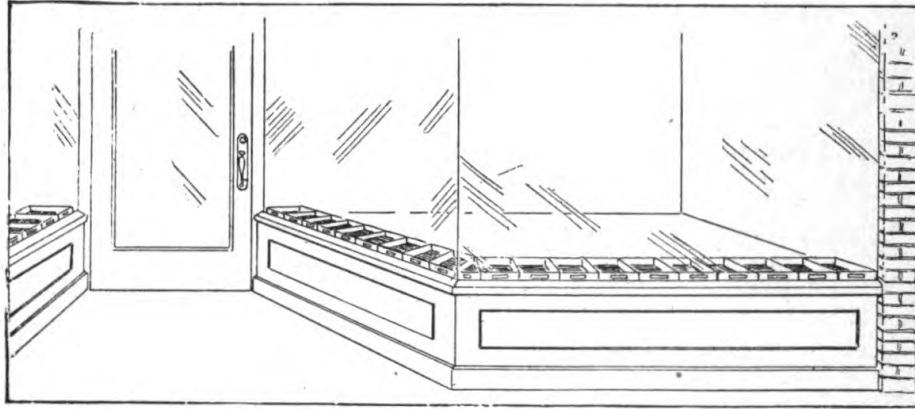
Utilizing Space around Display Window

An eastern hardware merchant displayed small articles, such as can openers, corks, bottle caps, casters, clothes hooks, etc., around his regular window. He used trays measuring $5 \times 7 \times 1\frac{1}{2}$ ". These were lined in a row along the front of the window next to the glass.

Articles in the trays are replaced with different items each time the regular window trim is changed. Each tray is fitted with a card holder for prices.

In this way he keeps showing a changing variety of

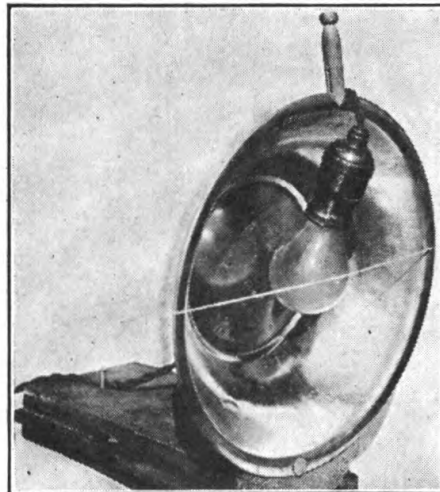
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these small articles, which do not conflict with the appearance and effectiveness of the main window display.

How to Make a Flood Light

This would not pass for an air-port landing light, but it lit up one end of a hardware store while remodeling.



Just a bright tin wash-basin and a clothes pin were taken from stock. The portable lamp was one used in the store. It could be moved to any location where there was some kind of wood base to tack it to, and the flood of light was plentiful.

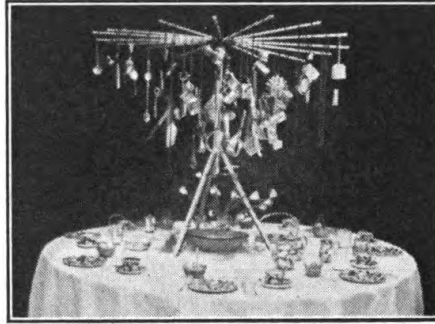
These are practical lights to use when taking interior pictures.

A Merchandise Christmas Tree

Silver, china and glassware can be displayed to good advantage by arranging tables set for some occasion. One attractive table was arranged by a hardware dealer

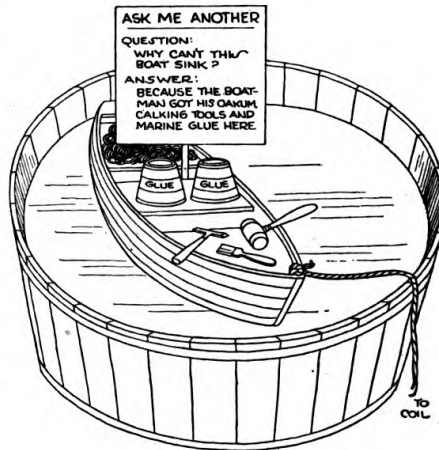
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for a carnival party, another for a wooden wedding. This display can be used when the Red Cross drive is on. Here is shown a Christmas table, where a clothes dryer is used for the tree and many useful gift articles are displayed. Interest in these displays is reflected constantly in steady sales.



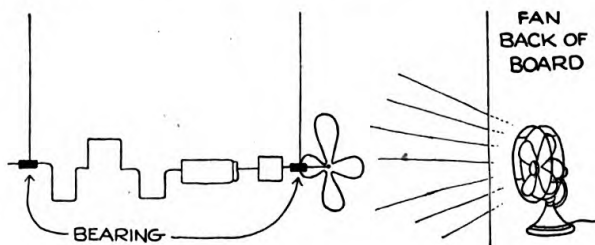
Demonstrating Marine Glue

Boating supplies can be displayed by floating a rudely-made boat in a tub of water. Calk and glue the cracks of the boat. Then place glue and calking materials on the deck of the boat together with an appropriate sign such as the one shown in the accompanying sketch.

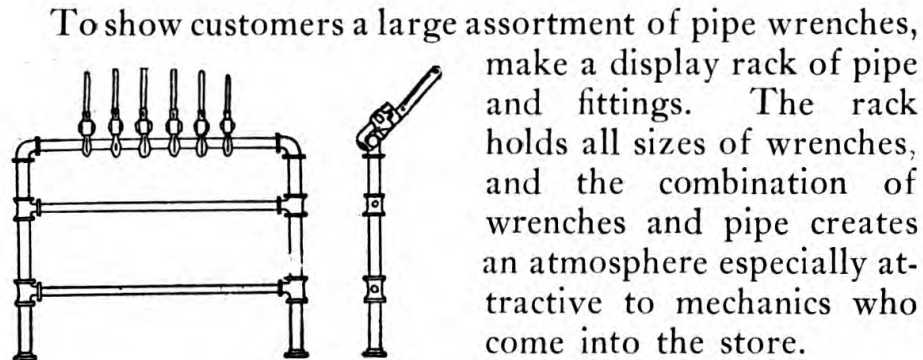


How to Attract a Crowd

Customers were attracted to an accessory window by seeing a crank shaft turning in mid-air. It simply hung suspended on thin wires attached to the bearings, and wind from a hidden electric fan turned the shaft. Do this if you want to attract a crowd of lookers to your store.



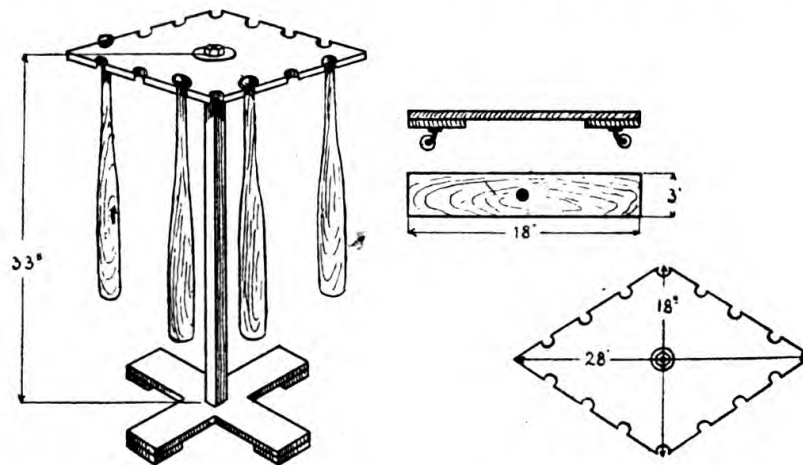
A Pipe Rack for Pipe Wrenches



To show customers a large assortment of pipe wrenches, make a display rack of pipe and fittings. The rack holds all sizes of wrenches, and the combination of wrenches and pipe creates an atmosphere especially attractive to mechanics who come into the store.

A Display Rack for Baseball Bats

Here is an attractive way to display bats and a space saver as well. It holds fourteen bats, or can be made to



hold as many more as required. By adding casters, this stand can be easily moved to any part of the store.

This rack enabled a hardware dealer to triple his sales on bats.

A Platform Axe Display

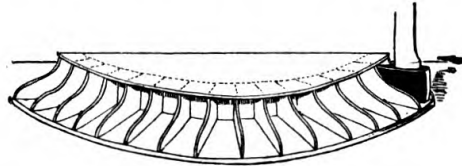
By the use of a platform rack, axes can be stored and displayed effectively.

Customers can get at such a rack to inspect the axes and replace them handily.

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The rack can be easily moved about, placed in the window or stored away. One inch boards can be used to make the top and bottom of the circular rack, and $\frac{1}{2}$ -inch boards for the partitions.

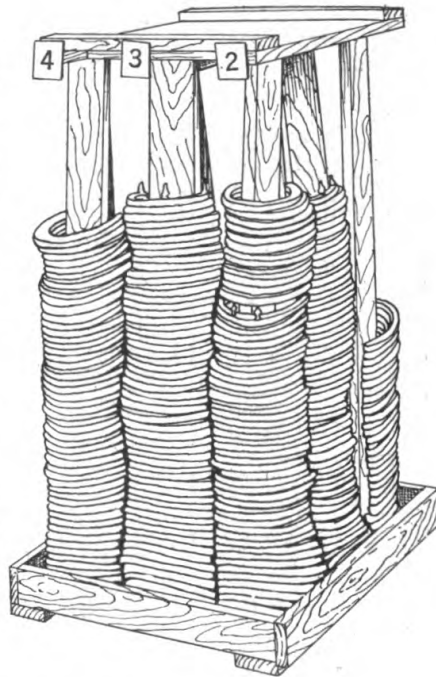
A tool grinder for sharpening axes can profitably be displayed on top of the rack.



A Convenient Rack for Horseshoes

A western hardware dealer finds this horseshoe rack for his warehouse a time-saver.

A base, 24 inches square, is made of 1 by 4-inch lumber. On two of the sides are fixed three pieces of 1 by 3-inch board, 30-inches long. These are put in upright and at a slant. Two more pieces are fixed in the same way on the third side, leaving the remaining side free. A platform, 18 inches square, is fastened on top of these 30-inch upright boards.

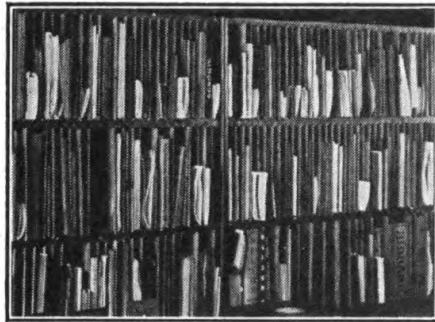


This gives a place for eight sizes of shoes. The slant of the uprights holds them in place, and they are easy to get at. The platform on top is used to hold boxes of toe calks.

A Quick Reference Catalog File

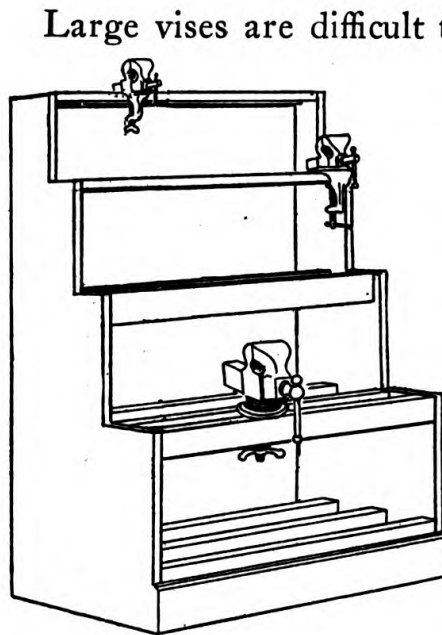
A time saver is shown here—a handy, neat file for catalogs. Nothing is more aggravating to a customer

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than to stand and wait while a salesman digs through piles of rubbish and old newspapers to find the catalog from which he intends to order. This filing arrangement makes it possible to put your hands on the catalog you want.

Display for Vises



Large vises are difficult to handle. They are difficult to display. But they can be handled without trouble by displaying them as shown in the accompanying drawing. An industrious young man in charge of a tool department of a leading hardware establishment built this display rack for vises. This display will save much time and sore thumbs, and the dealer who uses it reports that many extra sales have resulted from it.

Watch Sales from This Display

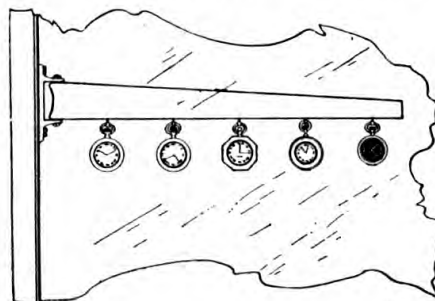
An eastern hardware dealer displayed watches in his window by placing them close to the glass and up level with the eyes of the passersby.

The short tapering arm shown in the drawing is attached to the window frame work with a small iron cleat of the kind made purposely for holding cross braces in place.

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In this manner he put to use one of the most valuable locations in the window and in a way that does not interfere with the arrangement of his regular trim.

This kind of display eventually becomes familiar to the human mind; people remember displays of this type when they contemplate buying.

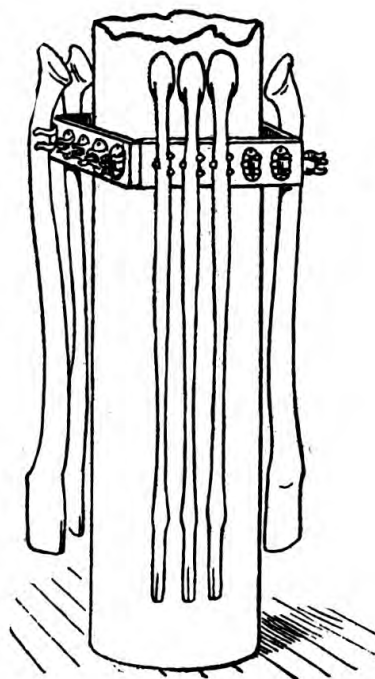


Broom Holders for Axe Handles

No matter how straight the firm may be, it is a difficult task, often, to keep the axe handles from going crooked.

A hardware dealer solved this difficulty by using broom handle holders. They were put in use as axe handle holders, placed around one of the columns in the store. The handles made a nice appearance, were easily inspected by the customers and, most important, they were kept straight.

The broom holders, as shown in the drawing, are the three-finger spring type. One finger crosses between the other two, and they are bent to form a semi-circle into which the handle fits.

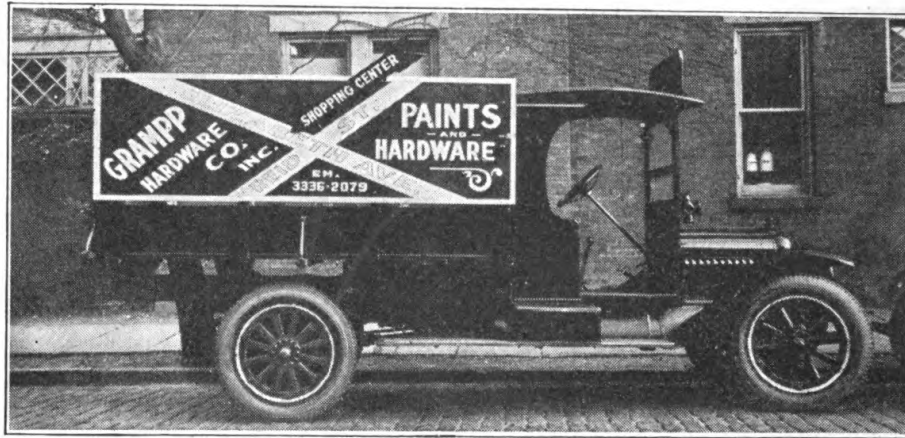


Follow the Arrow

A dealer in an eastern city considered it important to

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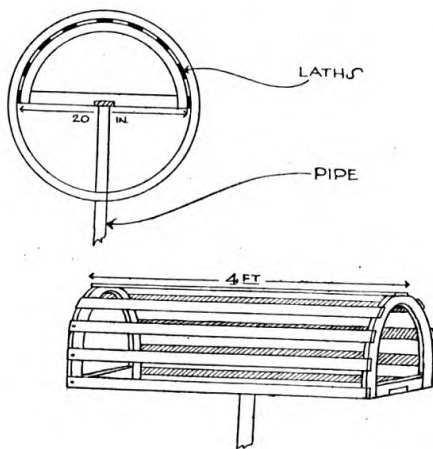
tell the people in his community where his store is located. He, therefore, had the streets on which his store was located painted on the side of his truck. Besides, he included in the advertisement his name, telephone number, and business.



A large red arrow projecting above the side of the truck pointed to his location at the street intersection. This striking effect impressed upon the minds of the people of his city where his store was located.

This Rack Keeps Tires in Shape

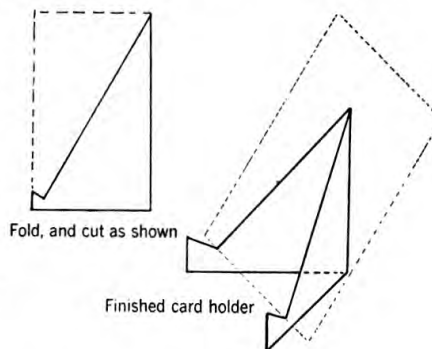
The rack illustrated is a good one for keeping bicycle tires in shape. It makes a handy display at the same time. It is made by nailing 4-foot cleats to two semi-circular wood pieces. The ends are braced and under the braces, the length of the rack, is a 4-inch board support that rests on the upright. The upright is a piece of 2-inch pipe with a flange.



An Easy-to-Make Card Holder

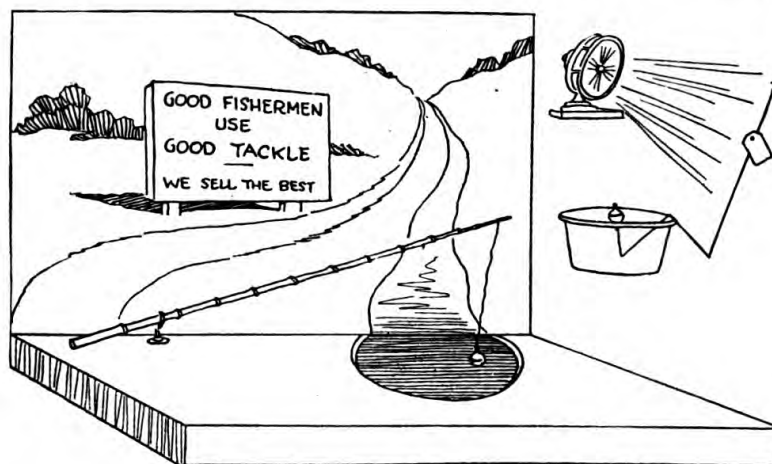
A simple card holder can be quickly made by means of any piece of cardboard, such as old show cards.

Fold a rectangular piece of card in two, lengthwise. Then with a pair of shears cut as shown in the first diagram. When opened up, this makes the card holder seen in the second sketch.



A Fishing Scene for Your Window

One hardware dealer made a fishing scene display by arranging scenery around a tub of water. The background and the surface around the tub are 32-inch pieces



of wallboard. The landscape is drawn in crayon and around the tub is imitation grass. A light framework supports the wallboard, and this is hidden by green crepe. The tub is placed a little under the background so the edges of the tub meet the edges of the painted stream. The tub is lined with crepe. A short pole and tackle are

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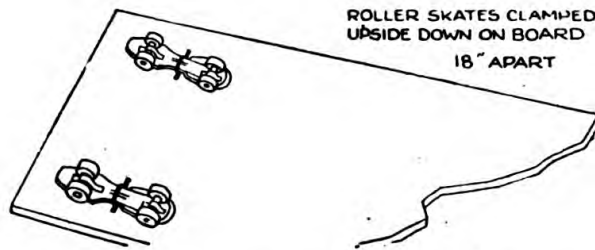
fixed in place.

A piece of wire is bent over the tub, with the fishing line on one end and a piece of string on the other. The string extends up to a nail and a shipping tag is tied to it. A small fan plays on the tag and keeps the float bobbing.

A display of fishing tackle is placed about this scene and several placards tell of the quality and completeness of the line. This window aroused much general interest and it stimulated sales of better fishing equipment.

A Way to Unroll Screen

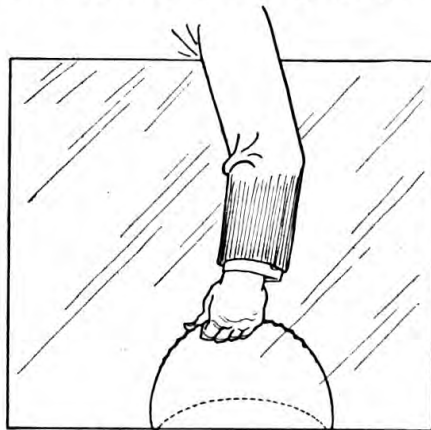
An easy way to handle screen is by using the rollers of roller skates. Simply take the skates and clamp them



upside down on a board—lay the wire on the skate rollers and unroll it. The board can be moved to any counter.

Keg Hoops for Carrying Glass

A western hardware dealer struck upon a practical instrument for carrying glass. He had sold a large glass,



and while trying to devise a means for carrying it, he got hold of a wire keg-hoop. All he did was bend up the lower arc into a hoop. These hoops are plentiful around any hardware store and they save considerable time and cost in preparing glass for carrying.

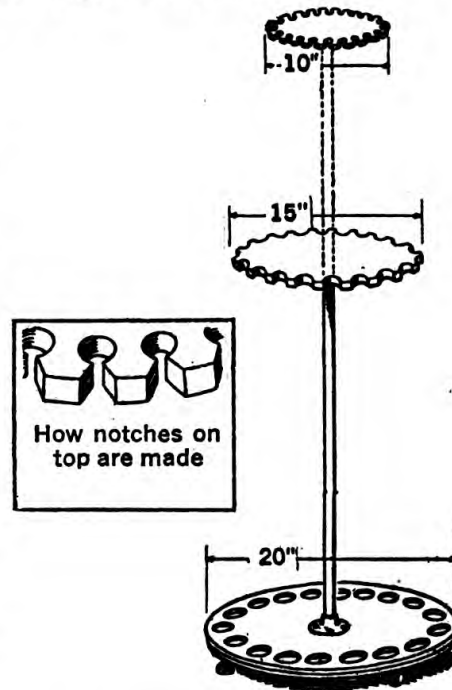
IDEAS, KINKS AND SHORT CUTS

• Rack for Golf Clubs or Casting Rods

Casting and bait rods can be displayed by screwing a 4' joint of $\frac{1}{2}$ " pipe into the flange of the base, and then screwing on a small pedestal top. Golf clubs are displayed with the larger top, using a $2\frac{1}{2}$ ' joint of pipe.

The detailed illustration shows how to notch the top for fishing rods. The notches for the larger top are made by boring $1\frac{1}{2}$ " holes all around the edge, then sawing out the opening.

The base is made of two thicknesses of wood, the top layer being bored around the edge with $1\frac{1}{2}$ " holes. Casters make it easy to move this rack about.

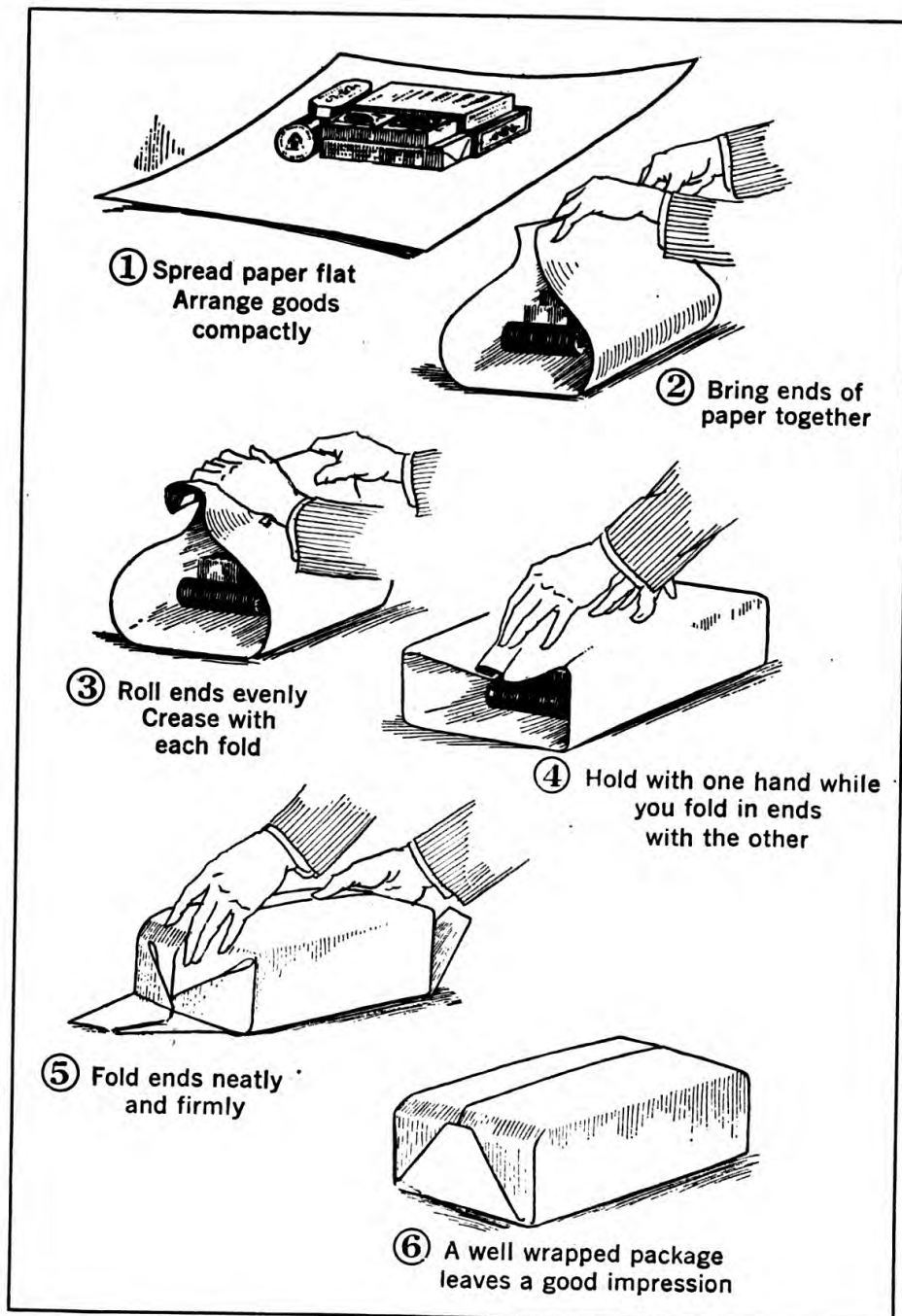


Lay a "Beaten Path" to Your Door

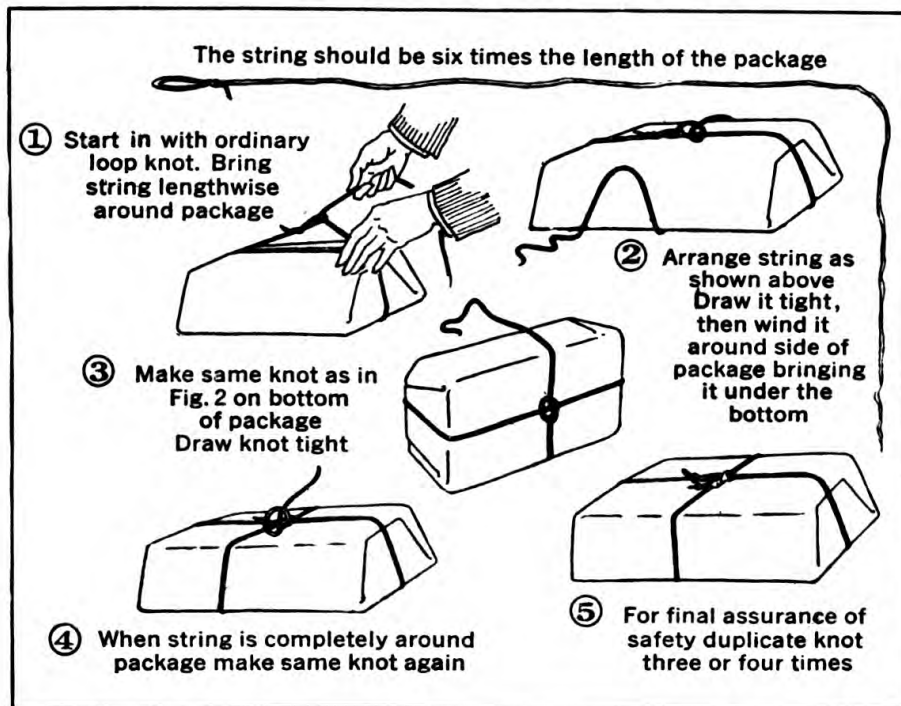
People *will* follow the line of least resistance. When streets are slushy from melting snow, people go where going is good. Bridge the gutter in front of your store with a plank and you can lead a beaten path right up to your window trims. The reason is clear—it's just human nature to discover such spots where seemingly impassable streets can be crossed.



How to Wrap a Package Neatly



The Proper Way to Tie a Large Package



This Waste Barrel Has Speed

Did you ever try pushing the heavy waste box about? Instead of a box you can use a barrel—it stands the bumps better and dumps out easier. On the bottom are attached three sets of stove casters. A very light push is all that's needed to send the barrel spinning.



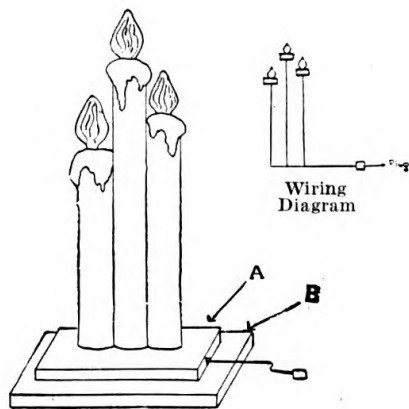
How to Make Yuletide Candles

Candles add a finishing touch to Christmas decorations, and the ones sketched can be easily and inexpensively made.

On base A cut out three holes the same diameter as

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the tubes. Then glue the tubes into the holes and wire the tubes as shown in the sketch. Base A is then screwed to base B after which receptacles for the lamps are screwed to a piece of wood the diameter of the tubes and glued in position. The space left at top should be filled with plaster of paris, and when set run some over the edges to imitate drippings of wax. Flame-shaped bulbs can be obtained either for a small or regular sized socket, depending on the size of the tubes.



The candles are then painted bright red, and the base green. The wax drippings are painted over with aluminum bronzing paint and while wet sprinkled with silver flitter. This makes a very realistic and artistic set of candles.

Paint Demonstrations

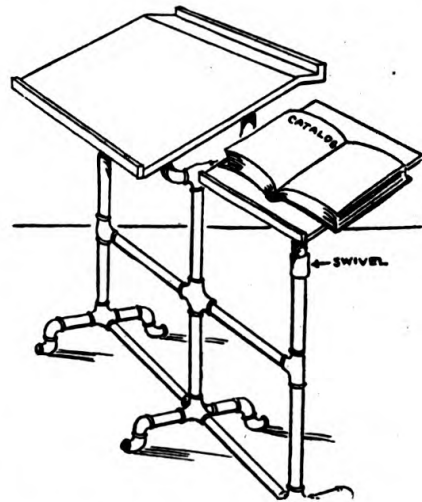
An interesting feature of the paint demonstrations in a California store is the fact that the paint brushes are soldered on to the top of the can. This keeps the paint fresh and it is not necessary to clean the brushes in making demonstrations of various colors. A hole is made in the top of the can and the brush inserted, then soldered.



A Desk for Clerks and Trade

Here is a table that a hardware merchant keeps at the side of his cash register so his salesmen have a handy place to write out sales slips. The latest jobber's catalog is mounted on a swivel at one end. It may be used by either customers or salesmen.

The frame is made of $\frac{3}{4}$ -inch pipe and is portable. This arrangement is easy to clean around and there is convenient space under the table for displaying many articles.



Wall Paper Makes a Good Background

A window was recently trimmed like this: In the center was a display of electric table lamps. A width



of wall paper was draped from a rail pedestal about 5 feet high. It was a rich brown and rose parlor design. In front of this were several pedestals that varied in

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height from 12 inches to 36 inches. The table lamps were displayed on these pedestals.

On one side of the lamps was a display of aluminum ware, on pedestals, and the background was a draping of light colored oatmeal wall paper. On the other side, a display of granite ware was placed in front of a light granite colored wall paper.

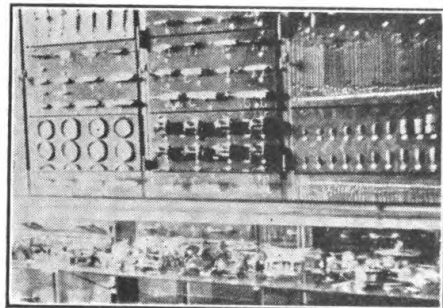
Bath accessories on one side, and floor mops, polishes and dusters on the other side, filled in to make this window trim complete. A tile design and a wood veneer design of wall paper were used respectively as backgrounds.

The wall paper for each separate display was hung from an individual pedestal or bar.

Now you can imagine what a jumble you'd have by filling a window haphazardly with all the items mentioned above. But here it was done with the aid of wall paper. This window just breathed atmosphere.

This plan is especially good for the long window.

Showing and Serving Made Easy



This fishing tackle is displayed on panels on the stock case. It is easy to hand a customer a panel of flies to choose from—then, easy to hang it back and show a panel of reels. These panels make effective window trims.

Makes Small Wares Look Prominent

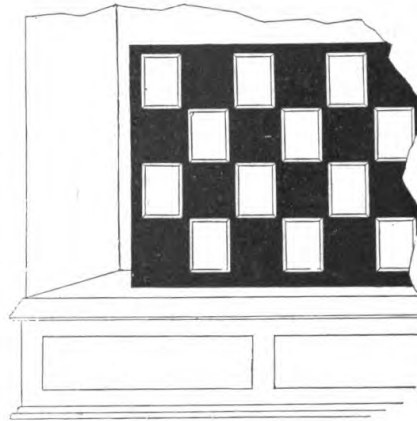
The background for the display is a large piece of wall board, covered with black cloth. The dealer who used the display took scraps of soft wood from packing cases,

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sawed them into 8 and 10 inch pieces, mitered the ends and nailed them on like frames over 8 by 10 inch white cardboard. The wood was painted.

On the cardboard in these frames were displayed small household items and kitchenware.

Folks were attracted by the odd color combination. Many stopped for perhaps a short appreciation of the display and naturally saw various little gadgets they had use for and were immediately bent on buying. Besides, this background display was a real drawing card for the display of other and larger items in the front part of the window.

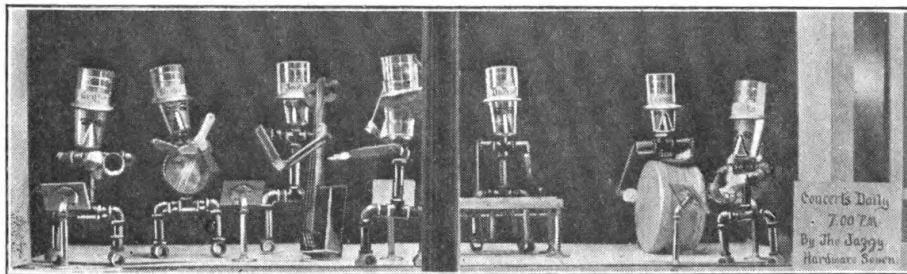


A Hardware Orchestra

By the use of pipe fittings and hardware knickknacks a southern hardware dealer rigged up a hardware orchestra.

Each of the dummies was shown playing some instrument made of hardware, the instruments representing the various pieces of an orchestra.

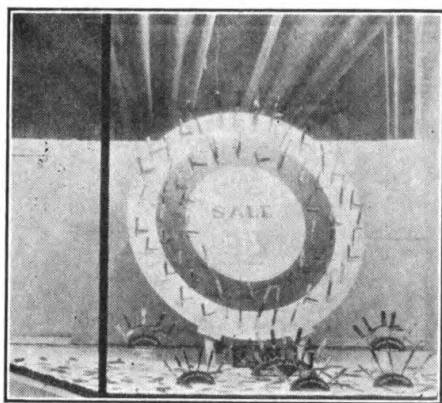
A sign in the corner of the window read: "Concerts Daily 7:00 P. M. by the Jazzy Hardware Seven." This window attracted an unusual amount of attention.



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A Display for Knives

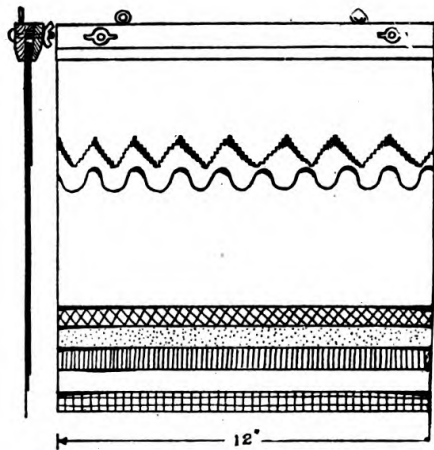
To make this bull's eye for displaying knives, take a piece of 30 inch wall board, saw it round and paint it.



The center spot is a removable card. This permits the changing of wording and price to suit the sale.

The black and white color scheme for displaying knives contrasts with the bright blades. Use either a white or black-ground.

An Oilcloth Sampler



An oilcloth sampler, made by clamping two boards together with bolts, has been found useful.

As new patterns come in, the boards can be loosened, and a section of the sample replaced.

This sampler can lie on the counter, or it can be hung in a position where it can be seen easily.

A New Type of Window Equipment

Window stands and pedestals used with good judgment can make each article or group of articles stand out effectively in the window without distracting from the unity of the display as a whole.

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The pedestals or stands shown in the accompanying illustrations can easily be made from wall board or similar material. The only tools necessary are safety razor blades, a yard stick, a square and a coping saw.

A number of designs can easily be made, especially stands of square modernistic line.

The design chosen should be laid out with pencil on the wall board and then cut out with razor blade, knife or coping saw. Two base pieces and the top are needed. The base pieces are alike except for the slot along the center line. Each slot should be just wide enough for the other piece to slide into tightly. The pieces can be glued together.

For best effects, the pedestals or stands should be finished in colors, harmonizing with the trim or the products displayed.

These pedestals are effective yet inexpensive.

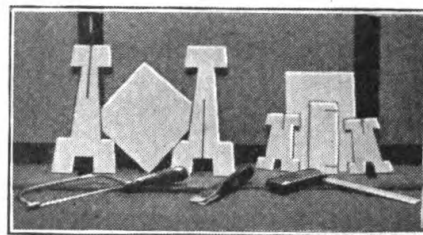


Fig. A. This shows the tools used—coping saw, razorblade knife, square

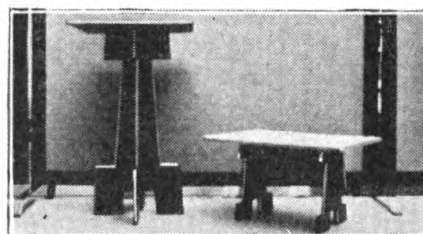


Fig. B. Two of the completed stands, put together from the pieces in Fig. A.

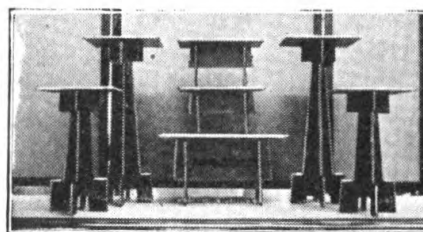
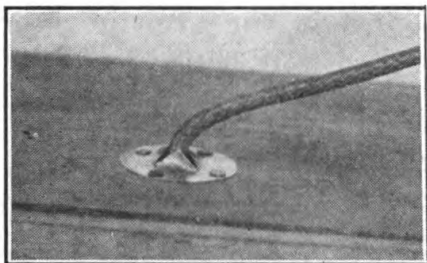


Fig. C. The entire set. The bases are painted orange and the tops blue

Easily Made Rope Stop

Where small rope is kept under the counter or floor, a clever stop to keep it from slipping back can be readily made. Take a small piece of tin and cut through it with a cold chisel in the form of a cross, the width of the chisel being enough for each cut. Push the four points thus formed upwards. Trim the tin into a neat circle and

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tack it over the hole through the wood. The points can be easily pushed with the fingers to engage the rope nicely. It will come one way, but not go the other.

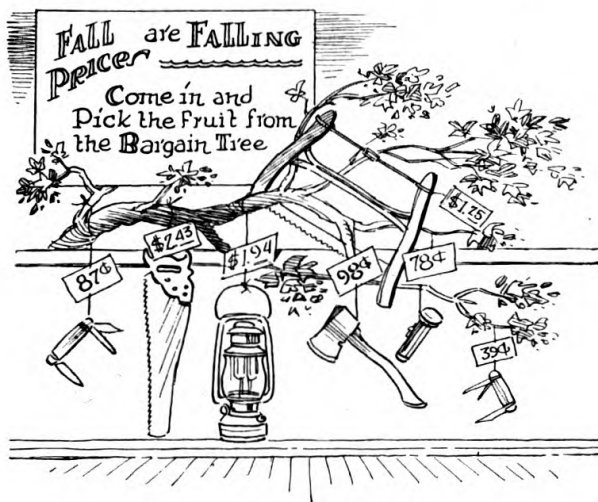
Hints for Boosting Fall Sales

Place a bargain tree—an oak limb, covered with leaves—in a window. Low priced items can be suspended from the limb, with string or wire, and with price tags attached.

Around this setting display log saws, hand saws, buck saws, a saw buck, axes, whet stones, emery wheels, a grind stone, wedges, log chain, log hooks, cant hooks, canvas

and leather gloves, lanterns, flashlights, jack knives, and an assortment of rifles, shot guns, and ammunition.

Freshly split rails and sharpened posts, with the chips, can be placed about to add to the woody atmosphere.

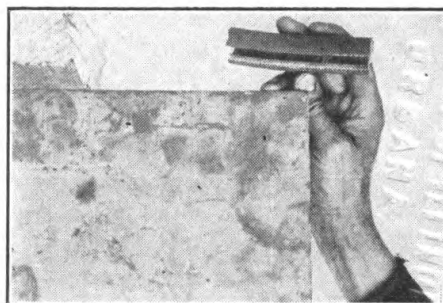


To Move Sheet Iron Easily

The heavier grade of sheet iron stock is a mean thing to move, particularly those sizes which must be handled often. The sharp narrow edges cut through gloves and about every other means of protection for the hands. Take a short length of old hose; slit out a half-inch strip

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of it lengthwise. This slips under the lifting edges and affords an efficient and, above all, safe protection for the hand. It not only pads, but will not slip, and is so convenient.



Wall Shelving for Toys

Toys and wheel goods must be displayed in order to sell them. Yet because of their bulk, displaying them properly takes considerable room.

A Southern hardware dealer solved the problem by building wide, roomy wall shelving or compartments in his toy section.

The shelving was made three levels high, which with the floor gave four compartments for toys—all accessible to the customer and salesperson.



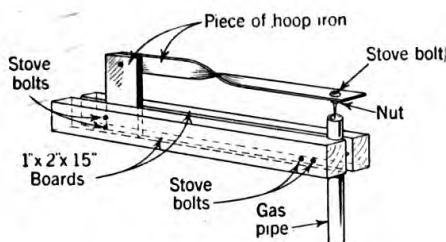
Novel Stove Pipe Damper Setter

Every hardware man knows what it is to try to punch a hole in a tough piece of stove pipe with a damper rod, while the customer watches his struggle.

The accompanying sketch shows a little apparatus that one hardware merchant made at the cost of a few cents, and which he says does the work quickly and accurately. A piece of $\frac{3}{4}$ -inch gas pipe $6\frac{1}{2}$ inches long was clamped

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in a notch between two boards that measured 1 x 2 x 15 inches. Two stove bolts were used to hold the boards together on either side of the gas pipe.



A four-inch piece of hoop iron was bolted between the boards as shown at the left end of the sketch. A 15-inch piece of hoop iron was riveted loosely to the first piece of hoop iron.

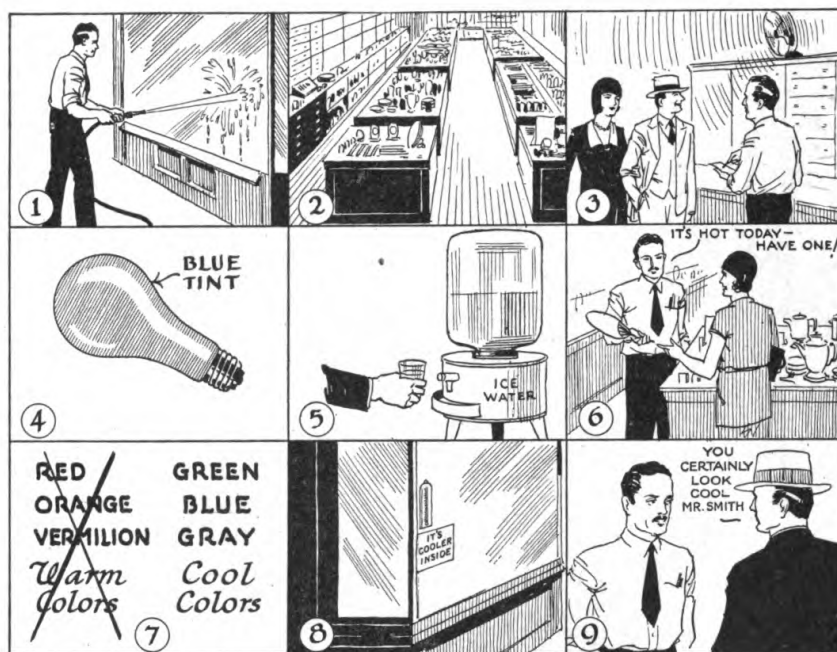
This second piece was twisted halfway around in a vise so that it could rest flat on the end of the gas pipe. A hole was punched in the hoop iron directly over the hole in the gas pipe. Then a short stove bolt was put in this hole, and the nut screwed tight against the hoop iron. By filing this bolt to a point, the apparatus was completed.

Here is how this hardware man uses his apparatus. He raises the lever, pushes the gas pipe down inside the stove pipe as far as he wants the damper to set, drops the lever, and taps it with the hammer. Then he turns the stove pipe until the hole he has just made is exactly under the hole in the gas pipe, and again uses the hammer. He says the operation takes less than a minute and gets the damper straight in the pipe.

Nine Cool Hot-Weather Suggestions

1. Use the hose each morning to wet down the road, sidewalk and store front.
2. Keep the aisles and floors as clear as possible.
3. Locate electric fans at strategic points, where customers gather. Several stores have a fan over the door, on the inside. The fan directs its air-current downward so that a customer feels it when passing over the threshold. It suggests coolness and helps keep out flies.

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4. A slight blue tint on your electric light bulbs will help convey the impression of coolness.

5. Keep plenty of cold drinking water on hand for your customers.

6. It's a thoughtful courtesy, much appreciated, to have a supply of hand-fans which you can give to customers with the remark "It's hot today. Have one!"

7. Use such colors as blue and green for show cards and decorative effects. These are known as "cool colors."

8. Make use of the power of suggestion. Tell customers that your store is kept at a comfortable temperature. One dealer posted a sign outside his store, stating "It's Cooler Inside."

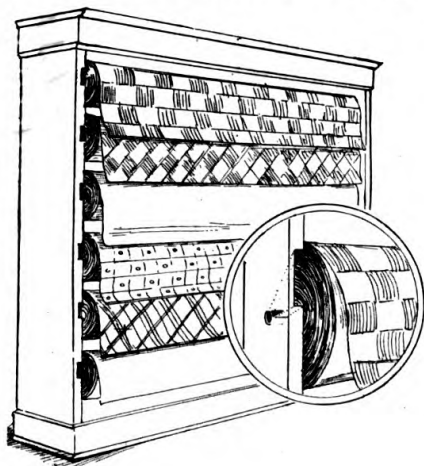
9. Dress in clothing that conveys the impression of coolness. Clerks who appear fresh, comfortable and unhurried react favorably on customers.

An Oilcloth Display

A section of a wall case has been fitted up to display

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oilcloth. The end boards of this section are slotted as shown in the insert of the drawing here. These slots are spaced eight inches apart, which allows the right space for the rolls.

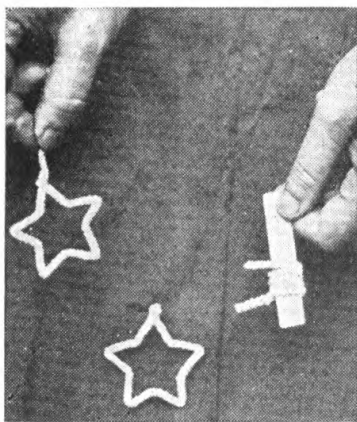


The rollers that hold the rolls of oilcloth are made of wood. They extend the full length of the section, each end resting in a slot. This provides a practical display that makes it easy to unroll the oilcloth to show to customers, and then roll it back again.

Home-Made Christmas Stars

Here is a simple way to make Christmas stars for window and other decoration. Take ordinary white smoking pipe cleaner strips about 7 inches in length. Then cut a piece of tin one-half inch or a bit less in width and wrap the strip snugly around it. Pull the coils off, unwinding them and forming them into the star.

As the picture shows, two sides will be a trifle longer.



The points of these two long sides are then twisted together, leaving a projection but not destroying the proportions of the star. The cotton in the strips gives the stars a warm, comfortable Christmas look. The merchant who made them says they are much easier to locate against the window background than paper or cardboard stars.



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